



# Smithsonian

## FY 2013 Budget Summary Justification to OMB

**September 2011**

**ADMINISTRATIVELY CONFIDENTIAL**

Information not to be released until after the President's Budget is submitted to the Congress in February 2012



Smithsonian Institution

Fiscal Year 2013

*Budget Summary Justification to  
Office of Management and Budget*

September 2011



**SMITHSONIAN INSTITUTION**  
**Fiscal Year 2013 Budget Request to OMB**  
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## THE SMITHSONIAN INSTITUTION: MAKING PROGRESS

Thanks to the support of the Administration and Congress, our Regents, our National Board, unit advisory boards, staff, and volunteers, the Smithsonian is expanding its presence online, in the nation's capital, and in local communities across America. With our vast, unparalleled collections and distinguished scholars, the Smithsonian is addressing some of the world's most complex issues — and sharing the results with the world. We are implementing ambitious plans: mounting groundbreaking exhibitions; conducting important research; preserving collections, redesigning management operations, garnering new philanthropic support, enlisting new partners; engaging new, diverse audiences; sparking innovation; contributing to scientific discoveries; and helping to change the face of education in America.

The Smithsonian has a crucial role to play in the civic, educational, scientific and artistic life of this nation. We are focused on implementing our new Strategic Plan that centers on four “grand challenges” and is buttressed by four Consortia to promote interdisciplinary and Institution-wide collaboration. We are leveraging federal funding and becoming more entrepreneurial.

For 165 years, the Smithsonian has served our nation and the world as a source of inspiration, discovery, and learning. In these tough economic times, the Smithsonian, with its free museums and the remarkable scope of information accessible from its websites, has become an even more valuable resource for the American people than ever before. At a time when our mission to advance the “increase and diffusion of knowledge” is even more vital to the public, our vision is to expand our service.

Many look to the Smithsonian to capture the spirit of what it means to be American. There are so many stories behind Lincoln’s hat, Jefferson’s Bible, Stuart’s Lansdowne portrait of George Washington, Edison’s light bulb, Morse’s telegraph, the Wright flyer, the space shuttle Discovery, Colin Powell’s Desert Storm uniform, and the Star-Spangled Banner. That’s why last year we launched nearly 100 new exhibitions at our 19 museums and the National Zoo — attracting more than 30 million visits. We are committed to delivering life-changing learning experiences for learners of all ages.

At our National Museum of American History, we regularly schedule citizenship swearing-in ceremonies in front of the Star Spangled Banner. Now, and for future years, as the nation marks the 150th anniversary of the Civil War, we have a number of exhibitions, programs, and publications that will focus on the war and how from its tragedies caused us to grow as a people and as a nation. Rare artifacts, artworks, and documents from the Smithsonian’s collections invite visitors to reflect on this tumultuous time in American history from various perspectives — Union and Confederate, freeman and slave.

The National Museum of American History and the National Museum of African American History and Culture commemorated the 50th anniversary of the

1961 Freedom Rides with a series of public programs across the country to examine the history and legacy of the rides. More than 1,500 middle and high school students participated here in Washington, DC and at five Affiliate Regional Youth Town Hall locations across the country, while nearly 20,000 students joined the live conversation online.

Art offers an additional lens through which to explore our past (and that of other cultures) and imagine our future. The Smithsonian American Art Museum's exhibition, *The Great American Hall of Wonders*, examines the 19th century American belief that the people of the United States shared a special genius for innovation. It includes works of art, mechanical inventions, and scientific discoveries, and is offered with collaboration from the United States Patent and Trademark Office.

The world looks to the Smithsonian for groundbreaking scientific research. The results of our work can be seen everywhere. Smithsonian scientists assess the consequences of global change, keep aircraft safe from bird strikes, document and control invasive species, and protect our soldiers from insect-borne disease. The Institution has an unmatched capacity to tackle biodiversity issues. For example, the Smithsonian Institution Global Earth Observatories network is a worldwide partnership to monitor the health of 4.5 million trees (8,500 species) on 40 plots in 21 countries.

Recently, in Ghost Ranch, New Mexico, Smithsonian scientists unearthed the fossilized skull and neck vertebrae of a new species that provides an evolutionary link between two groups of predatory dinosaurs. In a laboratory below the University of Arizona's football stadium, Smithsonian scientists are helping to construct the Giant Magellan Telescope, which promises to answer some of astronomy's most fascinating questions about black holes and galaxy formation. From uncovering bones millions of years old to locating stars millions of light years away, Smithsonian researchers are exploring many of today's most important scientific questions.

We recognize the national need to improve K–12 education in this country and we are working with teachers and education leaders, developing new approaches to help. Using technology, we can reach any corner of our nation with distance-learning projects. Strengthening education and enhancing our nation's ability to compete globally is critical to our future, and we are responding to this need with inventive, formal, and informal educational experiences which serve students and teachers in all 50 states, including remote rural areas. Working in new combinations and collaborations, our experts offer more educational opportunities than ever before — at a time when our country needs them more than ever before.

The Smithsonian launched "Shout," an interactive environmental education program for students, in collaboration with Microsoft Partners' Learning and Taking It Global initiative. The program includes a citizen-science tree-banding project, based on the methodology used at the Smithsonian Environmental Research Center and the Smithsonian Tropical Research Institute. The Institution will provide classrooms around the world with tree-banding kits, containing tools and equipment that students can use to band up to 12 trees in their local community and then send the tree-growth

data they collect to Smithsonian scientists for analysis and incorporation into the Smithsonian database. To date, 247 schools in 39 U.S. states and 27 countries have joined the multi-year “Shout” citizen-science project. Microsoft Partners’ Learning funding provides for 500 kits to be distributed to schools.

For 26 years, the National Science Resources Center (NSRC) has leveraged the research and expertise of the Smithsonian and the National Academies of Science to develop science education programs. The NSRC won a \$25.5 million grant from the Department of Education. The NSRC then raised \$8 million in private matching funds for its initiative to transform Science, Technology, Engineering, and Mathematics (STEM) education in three project areas: two rural, North Carolina and Indiana; and one urban, Houston. We have an important role to play in both STEM and STEAM (Science, Technology, Engineering, Arts and Math) education, because we can offer multi-disciplinary experiences that bridge the arts and sciences. With our partners, the Cooper-Hewitt, National Design Museum won a \$5 million Department of Education grant to improve art education in New York City schools.

The Smithsonian has conducted several successful interactive online education conferences: on President Lincoln, global change, how Smithsonian experts solve problems, and our “Shout” environmental initiative. To date, these conferences have included 50 hours of programming and more than 39,000 participants from 142 countries, all U.S. states and territories, more than 3,660 cities, and six continents. More conferences will be offered in the coming year.

The Smithsonian American Art Museum, through a partnership with the Department of Defense Education Activity (DoDEA), provides professional development, curriculum resources, and videoconferences for teachers and students in schools for children of military personnel and civilian employees located on military bases around the world.

We have improved the display and storage conditions of our vast collections, which include 137 million objects, specimens, and works of art. As stewards of the national collections, we are balancing the preservation of, and access to, these collections. We are stepping up efforts to digitize as many of the collections as resources permit. The collections we maintain serve as a resource for scientists from other federal agencies, including the Department of Agriculture, the Department of Defense, and the United States Geological Survey. We work with the Office of Science and Technology Policy to coordinate our efforts with federal agencies and avoid duplication of activities.

As the largest museum and research complex in the world, the Smithsonian has 19 museums and galleries, 20 libraries, numerous research centers, and the National Zoological Park. We have physical facilities in eight states and the District of Columbia, and operate in nearly 100 countries, at sites ranging from the equator to both poles. The Institution has 166 affiliate museums in 41 states, the District of Columbia, Puerto Rico, and Panama. As part of our outreach programs, the Smithsonian Institution Traveling Exhibition Service, the largest traveling exhibition service in the world, reaches roughly

five million people throughout the country each year. Smithsonian Associates offers thousands of public programs, lectures, and live performances annually.

The Institution's presence is further expanded through Smithsonian Networks' Emmy Award-winning Smithsonian HD channel, which now reaches millions of households. The *Smithsonian* magazine has subscribers in every state and several foreign countries, and nearly seven million people read each month's issue. Its website was just named the "most interesting" magazine website in a reader survey by Vista Research.

Increasing numbers of young people are using new technology to access the Smithsonian. Across the Institution, we have more than 400 Web and social media accounts, and that number is growing every day. On our central Facebook account, we have nearly 110,000 fans; on our main Twitter account, we have nearly half a million followers, and our YouTube offerings have been viewed nearly a million times.

Our refreshed website has a more modern look and is easier for users to navigate. It won the 2011 People's Voice Webby Award for best Cultural Institution website. The public can now find customized information about how to visit and engage with the Smithsonian, either in person or virtually. Our free, easy-to-use Smithsonian visitor mobile application is now available. These interactive tools position the Smithsonian as a leader in mobile applications for museums.

Outreach programs also extend beyond our National borders. After the devastating earthquake in Haiti in 2010, the Smithsonian, with the President's Committee on the Arts and the Humanities and other partners, helped to form the Haiti Cultural Recovery Center to recover and restore more than 26,000 invaluable artifacts and artworks. Our team has made remarkable progress in preserving cultural treasures and training nearly 100 Haitians to continue this important conservation work.

The Smithsonian has more than 6,000 employees, including approximately 700 scientists and scholars, curators, researchers, historians, and experts in fields from astrophysics to zoology, as well as more than 6,500 volunteers. These dedicated people are passionate about fulfilling the mission of the Smithsonian at the highest level.

We are proud of our people and our progress, yet we recognize that there is much to be done to achieve the ambitious goals we have set to expand our service to the American people. Because we face global challenges that cross national borders, at the Smithsonian we are crossing disciplines in search of break-through ideas.

Given these opportunities, challenges, and difficult budget realities, the Smithsonian is becoming more innovative, disciplined, focused, nimble, and self-reliant than in the past. By working with the Administration and the Congress, the Smithsonian will aggressively address its challenges and take full advantage of its many new opportunities, using the Institution's Strategic Plan as a road map to excellence.

We continue to work hard to raise private funds to complement our Federal appropriations in achieving the goals of our Strategic Plan. To this end, we are launching a national fundraising campaign, increasing our efforts to win Government grants, and exploring new business opportunities. All of these efforts are more effective because of our Federal appropriations.

The Smithsonian is presenting a two-level budget in this submission. The first is our requirements budget. It contains a modest 5 percent increase (not including the amount requested for our top priority, the congressionally-mandated National Museum of African American History and Culture), specifically targets key tenets of our Strategic Plan, and reflects the minimum requirements needed to advance the Institution's goals. The second level is the guidance budget that is 5 percent below our FY 2011 enacted appropriation. Because most of the Institution's budget funds salaries and benefits, this level will result in the loss of more than a hundred dedicated employees and will severely hinder our ability to implement our Strategic Plan. This level of reduction will also do severe disservice to the millions of people who rely on the Smithsonian for the "increase and diffusion of knowledge."

What follows is our plan to meet the Smithsonian's future challenges as efficiently and effectively as possible.

# SMITHSONIAN INSTITUTION

## FY 2013 OMB BUDGET REQUEST SUMMARY

Account	<i>FY 2011 Enacted</i>	<i>FY 2012 Request</i>	<i>FY 2013 Request</i>
Salaries and Expenses (Base)	\$634,889,000	\$636,530,000	\$668,702,000
Salaries and Expenses, NMAAHC increase			14,019,000
Facilities Capital (Base)	104,750,000	100,000,000	141,000,000
Facilities Capital, NMAAHC	<u>20,000,000</u>	<u>125,000,000</u>	<u>85,000,000</u>
Total	\$759,639,000	\$861,530,000	\$908,721,000

For FY 2013, the Smithsonian's request to fund essential operating expenses and revitalization of the Institution's physical infrastructure is \$908.7 million. The base amounts include \$668.7 million for Salaries and Expenses (S&E) and \$141 million for the Facilities Capital account. In addition, the request includes \$14.0 million for S&E costs and \$85 million for the construction of the National Museum of African American History and Culture (NMAAHC). A detailed summary is provided in the table at the end of this section.

## SALARIES AND EXPENSES

### NON-DISCRETIONARY COST INCREASES

- **Salaries and Related Costs (+\$7,178,000)** — This request funds a 2.0 percent pay raise for FY 2013 (+\$6,759,000). It also includes an increase of +\$654,000 for Panamanian pay parity and a decrease of -\$235,000 for Workers' Compensation.
- **Non-pay Mandatory Items (+\$1,150,000)** — The Institution requests additional funding, largely for inflation-related increases in rent, software licenses, and other mandatory operating costs. Details are provided in the S&E section.

### PROGRAM CHANGES

This budget request for FY 2013 places the programmatic increases into the broad categories of the Smithsonian's Strategic Plan, thereby linking the funds directly to the Institution's overall mission.

## BROADENING ACCESS

- **Digitization and Web and New Media (+\$3,111,000)** — The Smithsonian continues work on its Strategic Plan to become the trusted source of information on the World Wide Web by using new technologies to share its vast collections and extensive research, along with the expertise of its scholars, scientists, researchers, museum specialists, and curators. This request supports the Smithsonian's Digitization Strategic Plan and the Smithsonian's Web and New Media Strategic Plan to stimulate learning and innovation. Digitizing the collections and making them accessible online are major Strategic Plan priorities.
- **Education Outreach (+\$310,000)** — This request will leverage our private resources and enable the Smithsonian to partner with educators and work with schools, libraries, universities and other cultural institutions to maximize our collective resources and provide high-quality educational experiences to learners of all ages. The Institution's most effective strategy for *Broadening Access* to our scholarship and educational offerings involves the use of technology, which can reach citizens nationwide.
- **Latino and Asian and Pacific Islander American Programs (+\$2,000,000)** — This request supports the Smithsonian Latino Initiatives Pool (\$1,000,000) and the Asian and Pacific Islander American Initiatives Pool (\$1,000,000). These pools will enhance the Smithsonian's capability to provide public programming and support exhibitions, education, research, and collections acquisition and enhancement. The funds are competitively awarded to program initiatives that most improve our outreach to underserved Latino and Asian and Pacific Islander American scholars and students.

## REVITALIZING EDUCATION

- **Education (+\$1,255,000)** — This request supports the Smithsonian Strategic Plan's focus on education. The Smithsonian is in a unique position to play a pivotal role in the collective effort to strengthen education. The Institution will leverage our private resources by supporting the growth in STEM education (science, technology, engineering, and mathematics); reinvigorating learning in the area of civic participation and the American experience; and sharing and demonstrating the benefits of global partnerships and citizenship. The Institution's particular strength is in using the national collections and the Smithsonian's scholarly and scientific expertise to stimulate and inspire learning — a strength that can now be amplified through Web-based delivery systems and interactive technologies.

## STRENGTHENING COLLECTIONS

- **Collections Care Initiative (+\$5,000,000)** — Collections stewardship is a key component and core priority of the Smithsonian's Strategic Plan. The increase requested provides resources to strategically correct collections care deficiencies identified by the Institution-wide collections

assessment and collections space survey; address the Smithsonian's Inspector General collections-related audit recommendations; and improve the preservation, storage, and accessibility of collections currently at risk of loss or damage.

- **Animal Welfare (+\$900,000)** — This request provides resources to support the welfare and care of the animal collection. Excellence in animal care is paramount for maintaining the Zoo's accreditation. The requested increase supports animal nutrition, health care costs, and necessary supplies, as well as operational, enrichment, and transportation costs.

## MISSION ENABLING

- **Facilities Maintenance (+\$6,000,000)** — The Smithsonian requests an increase of \$6 million to enable its maintenance program to continue the work of stabilizing and standardizing the overall condition of its facilities. The increase will fund high-priority needs and help establish the Smithsonian's Association of Higher Education Facilities Officers, or APPA, rating at a solid Level 3 — Managed Care — across the Institution.
- **Facilities Operations and Support (+\$3,000,000)** — The Institution also requests an increase of \$3 million to address high-priority operating and safety requirements. The increase will enable the Institution to implement a centralized fleet replacement program for vehicles and boats to correct deficiencies that are currently impacting critical research activities. The marine research vessels represent the most pressing institutional maintenance need and a recent survey revealed that most of the assets were in a desperate state of disrepair and some had to be dry docked until needed critical updates and repairs/replacement could be done.
- **Exhibition Maintenance (+\$755,000)** — This funding request will enable museums to keep up with the routine maintenance needs resulting from expanded exhibition space, increased visitation, and more maintenance intensive interactive exhibitions.
- **Internal Controls (+\$272,000)** — This funding request supports the Board of Regents' efforts to strengthen financial and logistical oversight of the Institution. The resources will help the Institution eliminate the internal controls deficiencies identified by the Independent Review Committee and validated by a consultant-supported assessment that highlighted critical weaknesses.
- **Training (+\$920,000)** — This funding request will leverage resources to provide two funding streams that will (1) supply the financial, human capital, and developmental/training structure to identify critical skills and knowledge gaps, and (2) invest in and profit from our employees' learning and mastery of their competencies, skills, and abilities.

- **Diversity (+\$321,000)** — This funding request will provide the required resources to launch the Supplier Diversity Program and strengthen the Institution's efforts to assist in the development and implementation of annual procurement plans and small business and minority owned small business outreach plans and initiatives.

## National Museum of African American History and Culture (NMAAHC)

- The requested S&E increase to NMAAHC's base and one-time funding (**\$14,019,000**) reflects the need to enhance what has been, to this point, limited staff and funding for the development of exhibitions, programming, and operations. The increase is imperative to provide the necessary developmental and fundraising support for both construction and program efforts to meet the 2015 opening date and timelines established for the project. Without these funds, the Museum will have very limited exhibition and public programming on its opening date.

## FACILITIES CAPITAL PROGRAM

The request for the base Facilities Capital Program (**+\$141,000,000**) is critical to arrest deterioration of some of our oldest buildings and to maintain the current condition of other facilities through systematic renewal and repair. The Smithsonian needs a minimum of \$150 million annually in federal funds to address the deteriorating condition of its buildings. However, in FY 2013, the Institution, in recognition of national budget constraints, is requesting **+\$141.0 million** for the baseline revitalization requirements. This amount allows us to address all of the priority one and two projects that are ready to be fixed in FY 2013. The Institution is also requesting **+\$85.0 million** for the federal share of the design and construction of the National Museum of African American History and Culture (NMAAHC). The Smithsonian is committed to raising 50 percent of the total cost for the new museum.

For FY 2013, this request continues major revitalization work at the National Zoological Park (\$18.05 million) and the National Museum of Natural History (\$17.5 million). It also includes funds to renovate the Smithsonian Environmental Research Center laboratory and access road (\$15.11 million); convert the uninhabitable school house at the Smithsonian Tropical Research Institute into an urgently needed research and laboratory facility in Panama (\$7.0 million); continue revitalization of the National Museum of American History (\$35.8 million); combine federal with private funds for the renovation and improvement of the mansion at Cooper-Hewitt, National Design Museum (\$1.4 million); perform critical revitalization work at the Museum Support Center (\$4.0 million); and provide for critical revitalization projects costing under \$5 million each throughout the Institution (\$24.19 million). This request also accounts for planning and design of future projects estimated at \$17.95 million. Specific details are provided in the Facilities Capital section of this budget request.

## National Museum of African American History and Culture (NMAAHC)

The Institution is also requesting funds for construction of NMAAHC, estimated at **+\$85,000,000**. If the Institution is appropriated the \$125,000,000 requested in FY 2012, this increase will complete the federal commitment.

**SMITHSONIAN INSTITUTION  
FY 2013 BUDGET REQUEST SUMMARY  
BY APPROPRIATION ACCOUNT**

<b>SALARIES AND EXPENSES</b>	<b>FTEs</b>	<b>Amount</b>
<b>FY 2012 Request</b>	<b>4,195</b>	<b>\$636,530,000</b>
<b>FY 2013 Changes</b>		
<b><u>NON-DISCRETIONARY COST INCREASES</u></b>		
Salaries and Related Costs		7,178,000
Utilities, Postage, Rent, Communications, and Other		1,150,000
<b><u>PROGRAM INCREASES</u></b>		
<b>Broadening Access</b>		
Digitization/Web and New Media	6	3,111,000
Education Outreach	1	310,000
Latino and Asian and Pacific Islander Programs	0	2,000,000
<b>Revitalizing Education</b>		
Education	5	1,255,000
<b>Strengthening Collections</b>		
Collections Care Initiative	0	5,000,000
Animal Welfare	0	900,000
<b>Mission Enabling</b>		
Facilities Maintenance	46	6,000,000
Facilities Operations and Support	9	3,000,000
Exhibition Maintenance	0	755,000
Internal Controls	2	272,000
Training	0	920,000
Diversity	2	321,000
<b>FY 2013 Salaries and Expenses Request (Base)</b>	<b>4,266</b>	<b>668,702,000</b>
<b>National Museum of African American History &amp; Culture</b>	<b>30</b>	<b>14,019,000</b>
<b>Total FY 2013 Salaries and Expenses</b>	<b>4,296</b>	<b>\$682,721,000</b>

<b>FACILITIES CAPITAL</b>	<b>FTEs</b>	<b>Amount</b>
FTEs in Base	48	
<b>Revitalization:</b>		
Cooper-Hewitt, National Design Museum		1,400,000
National Museum of American History		35,800,000
National Museum of Natural History		17,500,000
National Zoological Park		18,050,000
Smithsonian Environmental Research Center		15,110,000
Smithsonian Tropical Research Institute		7,000,000
Museum Support Center (Suitland)		4,000,000
Other Revitalization Projects		24,190,000
<b>Planning and Design</b>		
Facilities Planning and Design		17,950,000
<b>FY 2013 Facilities Capital Request (Base)</b>	<b>48</b>	<b>141,000,000</b>
<b>National Museum of African American History &amp; Culture</b>		<b>85,000,000</b>
<b>Total FY 2013 Facilities Capital</b>		<b>\$226,000,000</b>
<b>FY 2013 REQUEST, ALL ACCOUNTS</b>	<b>4,344</b>	<b>\$908,721,000</b>







**SMITHSONIAN INSTITUTION  
SALARIES AND EXPENSES (S&E)  
Summary of FY 2013 Changes**

	FTEs	\$s
<b>FY 2012 S&amp;E Request</b>	<b>4,195</b>	<b>636,530,000</b>
<b>FY 2013 Increases</b>		
<b>Non-Discretionary Costs</b>		
Legislated Pay Raises and Workers' Compensation		7,178,000
Utilities, Postage, Rent, Communications, and Other		<u>1,150,000</u>
<b>Total Non-Discretionary Costs</b>		<b>8,328,000</b>
<b>Program Changes</b>		
<b>Broadening Access</b>		
Digitization/Web and New Media	6	3,111,000
Education Outreach	1	310,000
Latino and Asian and Pacific Islander Programs	0	2,000,000
<b>Revitalizing Education</b>		
Education	5	1,255,000
<b>Strengthening Collections</b>		
Collections Care Initiative		5,000,000
Animal Welfare		900,000
<b>Mission Enabling</b>		
Facilities Maintenance	46	6,000,000
Facilities Operations, Security, and Support	9	3,000,000
Exhibit Maintenance	0	755,000
Internal Controls	2	272,000
Training	0	920,000
Diversity	<u>2</u>	<u>321,000</u>
<b>Total Program Changes</b>	<b>71</b>	<b>23,844,000</b>
<b>FY 2013 Budget Request (Base)</b>	<b>4,266</b>	<b>668,702,000</b>
<b>National Museum of African American History &amp; Culture</b>	<b><u>30</u></b>	<b><u>14,019,000</u></b>
<b>TOTAL FY 2013 Budget Request</b>	<b>4,296</b>	<b>682,721,000</b>

**SMITHSONIAN INSTITUTION**

Salaries and Expenses  
Unit Detail of the FY 2011 Appropriations and the FY 2012 and FY 2013 Estimates  
(\$ in Thousands)

FTE = Full-Time Equivalent

	FY 2011				FY 2012				FY 2013				ANALYSIS OF CHANGE		
	Enacted		Request to Congress		Request to OMB			Costs	Mandatory Program Increase FTEs \$000	Program Increase FTEs \$000					
	FTEs	\$000	FTEs	\$000	FTEs	\$000	FTEs	\$000	FTEs		\$000	FTEs	\$000		
<b>MUSEUMS AND RESEARCH CENTERS</b>															
<i>Unlocking the Mysteries of the Universe</i>															
National Air and Space Museum	163	18,359	162	18,246	162	18,731	162	18,731	285	0	200	0	0	0	
Smithsonian Astrophysical Observatory	109	24,336	106	24,035	106	24,298	106	24,298	263	0	0	0	0	0	
Major Scientific Instrumentation	0	3,814	0	3,822	0	3,822	0	3,822	0	0	0	0	0	0	
Universe Consortium	1	200	1	300	1	300	1	300	0	0	0	0	0	0	
<b>Subtotal, Unlocking the Mysteries of the Universe</b>	<b>273</b>	<b>46,709</b>	<b>269</b>	<b>46,403</b>	<b>269</b>	<b>47,151</b>	<b>269</b>	<b>47,151</b>	<b>548</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<i>Understanding and Sustaining a Biodiverse Planet</i>															
National Museum of Natural History	364	48,318	363	48,163	363	49,209	363	49,209	691	0	355	0	0	0	
National Zoological Park	221	23,306	218	23,352	218	24,600	218	24,600	348	0	900	0	0	0	
Smithsonian Environmental Research Center	32	3,765	32	3,773	32	3,909	32	3,909	136	0	0	0	0	0	
Smithsonian Tropical Research Institute	250	14,867	201	12,239	201	13,069	201	13,069	830	0	0	0	0	0	
Biodiversity Consortium	4	500	9	2,100	9	2,112	9	2,112	12	0	0	0	0	0	
<b>Subtotal, Understanding &amp; Sustaining a Biodiverse Planet</b>	<b>871</b>	<b>90,756</b>	<b>823</b>	<b>89,627</b>	<b>823</b>	<b>92,899</b>	<b>823</b>	<b>92,899</b>	<b>2,017</b>	<b>0</b>	<b>1,255</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<i>Valuing World Cultures</i>															
Arthur M. Sackler Gallery/Freer Gallery of Art	45	6,123	45	6,135	45	6,216	45	6,216	81	0	0	0	0	0	
Center for Folklife and Cultural Heritage	15	2,295	15	2,300	15	2,436	15	2,436	136	0	0	0	0	0	
Cooper-Hewitt, National Design Museum	34	4,051	34	4,244	34	4,307	34	4,307	63	0	0	0	0	0	
Hirshhorn Museum and Sculpture Garden	39	4,347	39	4,356	39	4,411	39	4,411	55	0	0	0	0	0	
National Museum of African Art	29	4,452	29	4,461	29	4,508	29	4,508	47	0	0	0	0	0	
World Culture Consortium	2	300	2	300	2	300	2	300	0	0	0	0	0	0	
<b>Subtotal, Valuing World Cultures</b>	<b>164</b>	<b>21,568</b>	<b>164</b>	<b>21,796</b>	<b>164</b>	<b>22,178</b>	<b>164</b>	<b>22,178</b>	<b>382</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<i>Understanding the American Experience</i>															
Anacostia Community Museum	18	2,059	18	2,063	18	2,091	18	2,091	28	0	0	0	0	0	
Archives of American Art	17	1,876	17	1,880	17	1,905	17	1,905	25	0	0	0	0	0	
National Museum of African American History & Culture	46	13,298	46	13,437	46	27,586	46	27,586	130	30	14,019	30	200	200	
National Museum of American History, Behring Center	171	22,392	171	22,637	171	23,177	171	23,177	340	0	0	0	0	0	
National Museum of the American Indian	266	32,335	259	31,900	259	32,293	259	32,293	393	0	0	0	0	0	
National Portrait Gallery	55	5,987	55	5,999	55	6,089	55	6,089	90	0	0	0	0	0	
Smithsonian American Art Museum	92	9,325	92	9,343	92	9,483	92	9,483	140	0	0	0	0	0	
American Experience Consortium	2	300	4	800	4	803	4	803	3	0	0	0	0	0	
<b>Subtotal, Understanding the American Experience</b>	<b>667</b>	<b>87,572</b>	<b>662</b>	<b>88,059</b>	<b>692</b>	<b>103,427</b>	<b>692</b>	<b>103,427</b>	<b>1,149</b>	<b>30</b>	<b>14,219</b>	<b>30</b>	<b>14,219</b>	<b>30</b>	
<b>Total Museums and Research Centers</b>	<b>1,975</b>	<b>246,605</b>	<b>1,918</b>	<b>245,885</b>	<b>1,948</b>	<b>265,655</b>	<b>1,948</b>	<b>265,655</b>	<b>4,096</b>	<b>30</b>	<b>15,674</b>				

**SMITHSONIAN INSTITUTION**

**Salaries and Expenses**

**Unit Detail of the FY 2011 Appropriations and the FY 2012 and FY 2013 Estimates  
(\$ in Thousands)**

FTE = Full-Time Equivalent

	FY 2011		FY 2012		FY 2013		ANALYSIS OF CHANGE	
	Enacted		Request to Congress		Request to OMB		Mandatory Program Increase \$000	
	FTEs	\$000	FTEs	\$000	FTEs	\$000	Costs \$000	FTEs
<b>MISSION ENABLING</b>								
<i>Program Support and Outreach</i>								
Outreach	62	9,592	62	9,291	62	9,389	98	0
Communications	24	2,490	25	2,594	25	2,631	37	0
Institution-wide Programs	0	11,607	0	10,928	0	17,928	0	7,000
Office of Exhibits Central	28	3,006	28	3,012	28	3,058	46	0
Museum Support Center	25	1,870	25	1,874	25	1,901	27	0
Museum Conservation Institute	25	3,230	25	3,236	25	3,281	45	0
Smithsonian Institution Archives	20	2,189	20	2,193	20	2,224	31	0
Smithsonian Institution Libraries	86	9,963	86	9,983	86	10,262	279	0
<i>Subtotal, Program Support and Outreach</i>	<i>270</i>	<i>43,947</i>	<i>271</i>	<i>43,111</i>	<i>271</i>	<i>50,674</i>	<i>563</i>	<i>0</i>
Office of the Chief Information Officer	90	45,526	91	46,144	97	50,485	1,230	6
Administration	182	33,293	185	33,949	195	37,361	334	10
Office of the Inspector General	22	2,602	22	2,607	22	2,646	39	0
<i>Facilities Services</i>								
Facilities Maintenance	347	70,000	391	72,107	437	78,756	649	46
Facilities Operations, Security and Support	1,317	192,916	1,317	192,727	1,326	197,144	1,417	9
<i>Subtotal, Facilities Services</i>	<i>1,664</i>	<i>262,916</i>	<i>1,708</i>	<i>264,834</i>	<i>1,763</i>	<i>275,900</i>	<i>2,066</i>	<i>55</i>
Total Mission Enabling	<b>2,228</b>	<b>388,284</b>	<b>2,277</b>	<b>390,645</b>	<b>2,348</b>	<b>417,066</b>	<b>4,232</b>	<b>71</b>
<b>GRAND TOTAL, SMITHSONIAN INSTITUTION</b>	<b>4,203</b>	<b>634,889</b>	<b>4,195</b>	<b>636,530</b>	<b>4,296</b>	<b>682,721</b>	<b>8,328</b>	<b>101</b>
								<b>37,863</b>

15 Administration

Office of the Inspector General

Facilities Services

Facilities Maintenance  
Facilities Operations, Security and Support  
*Subtotal, Facilities Services*

Total Mission Enabling

GRAND TOTAL, SMITHSONIAN INSTITUTION

## SALARIES AND EXPENSES

FY 2011 Appropriation	\$634,889,000
FY 2012 Estimate	\$636,530,000
FY 2013 Estimate	\$682,721,000

For FY 2013, the Institution requests **\$668.7 million** in the Salaries and Expenses (S&E) base account. Within the total increase requested, approximately 26 percent is attributable to non-discretionary costs for sustaining base operations (e.g., pay, utilities, rent, etc.), and the remainder is for priority requirements throughout the Institution. In addition, the Institution requests **\$14.0 million** for the costs required for the legislated National Museum of African American History and Culture Museum.

### NON-DISCRETIONARY COSTS

**SALARY AND RELATED COSTS (+\$7,178,000)** — The Institution requests an increase of \$7,178,000 for higher salary and benefits costs in FY 2013, in direct support of the Institution's Strategic Plan for existing staff, as described below. If the President authorizes a 2.0 percent pay raise in January 2013, the Smithsonian will require additional funding of \$6,759,000. The request also supports the higher pay requirements for the Smithsonian Tropical Research Institute (STRI) local Panama employees \$654,000. The request also reflects a decrease of -\$235,000 in Workers' Compensation costs. The following is a line-item display of the funds requested for FY 2013:

<i>Salary and Related Costs:</i>	<i>Requested</i>
▪ 2013 pay raise (3/4 year at 2.0%)	\$6,759,000
▪ Local Panama Employees	654,000
▪ Workers' Compensation	-235,000
<b>Total</b>	<b>\$7,178,000</b>

- **Proposed 2013 Pay Raise (+\$6,759,000)** — This funds the proposed 2.0 percent January 2013 pay raise for three-quarters of a year, as contained in OMB Circular A-11.
- **Panamanian Pay Parity (+\$654,000)** — With the termination of the Panama Canal Treaties in 2000, U.S. and Panama laws required a transition to a local-payroll system governed by the labor laws of Panama for all locally-hired employees. The compensation policy for locally hired employees at the Smithsonian Tropical Research Institute (STRI) that was instituted in 2000 has not kept pace with the U.S. Government standards or the remarkable growth of Panama's economy. To implement a more equitable compensation system for locally hired Panamanian employees and to allow STRI to compete in the Panamanian labor market, the Smithsonian plans to adopt the U.S. Department of State employment standards and practices used by U.S. Embassies around the world. The requested increase (+\$654,000) will begin the transition to provide equitable salary and benefits for the locally hired Panamanian employees so that they are comparable to those at the local US Embassy. Without the requested funds, STRI will be unable to retain valuable employees because they cannot compensate employees at the local labor market rate.

- **Workers' Compensation (-\$235,000)** — This supports the provisions of Section 8147(b) of Title 5, *United States Code*, as amended by Public Law 94-273. The Workers' Compensation bill for FY 2013 is **\$3,421,000**, based on actual costs incurred from July 1, 2010 through June 30, 2011, as invoiced by the Department of Labor on August 12, 2011. The amount requested in FY 2012 for Workers' Compensation is \$3,656,000.

**FY 2013 Increased Pay Costs (Dollars in Thousands)**

Line Item	FY 2013 Pay Increase
National Air and Space Museum	285
Smithsonian Astrophysical Observatory	263
National Museum of Natural History	691
Universe — Consortium	0
National Zoological Park	348
Smithsonian Environmental Research Center	136
Smithsonian Tropical Research Institute	176
Biodiversity — Consortium	12
Arthur M. Sackler Gallery/Freer Gallery of Art	81
Center for Folklife and Cultural Heritage	30
Cooper-Hewitt, National Design Museum	49
Hirshhorn Museum and Sculpture Garden	55
National Museum of African Art	47
World Culture — Consortium	0
Anacostia Community Museum	28
Archives of American Art	25
National Museum of African American History and Culture	95
National Museum of American History, Behring Center	329
National Postal Museum	11
National Museum of the American Indian	393
National Portrait Gallery	90
Smithsonian American Art Museum	140
American Experience — Consortium	3
Outreach	98
Communications	37
Office of Exhibits Central	46
Museum Support Center	27
Museum Conservation Institute	45
Smithsonian Institution Archives	31
Smithsonian Institution Libraries	129
Office of the Chief Information Officer	239
Administration	497
Inspector General	39
Facilities Maintenance	649
Facilities Operations, Security, and Support	1,635
<b>Total Increased Pay Costs</b>	<b>\$6,759</b>

**UTILITIES, POSTAGE, RENT, COMMUNICATIONS, AND OTHER NON-DISCRETIONARY COSTS (+\$1,150,000)** — For FY 2013, the Institution requests a net increase of \$1,150,000 for utilities, postage, rent, communications, and other non-discretionary accounts, as detailed in the chart below. The increase reflects consumption and rate changes in the utilities accounts, and inflationary increases as well as program needs in the rent accounts. In addition, the increase in the Communications and other accounts is requested to provide for fixed software licensing and maintenance; inflationary increases to library subscriptions; and audit requirements.

The following table displays estimates from FY 2011 through FY 2013. The detail that follows addresses the specific changes impacting the FY 2013 accounts.

**Federal Utilities, Postage, Rent, Communications, and Other Non-Discretionary Costs  
FY 2011–FY 2013 (Dollars in thousands)**

	FY 2011 Enacted	FY 2012 Estimate	FY 2013 Request	Change
Utilities:				
Electricity	21,466	21,242	20,804	-438
Chilled Water	7,597	7,298	7,353	55
Steam	8,675	8,777	8,613	-164
Natural Gas	4,373	4,027	4,050	23
DC Gov't Water/Sewer	2,802	3,451	2,837	-614
Other Water and Fuel Oil	1,031	1,094	1,169	75
Subtotal, Utilities	45,944	45,889	44,826	-1,063
Postage	1,790	1,661	1,661	0
Motor Fuel	370	370	370	0
Rental Space:				
Central	27,643	28,556	29,401	845
Unit	5,366	5,679	5,834	155
Subtotal, Rent	33,009	34,235	35,235	1,000
Communications	14,146	15,552	16,543	991
Other	1,566	1,602	1,824	222
<b>Total</b>	<b>\$96,825</b>	<b>\$99,309</b>	<b>\$100,459</b>	<b>\$1,150</b>

**UTILITIES (-\$1,063,000)** — The utilities request supports electricity; chilled water; steam; natural gas; Washington, DC Government Water and Sewer; and other water and fuel-oil services. The request includes the following:

- **Electricity (-\$438,000)** — Electricity is used to operate the Smithsonian's large infrastructure. The major use of electricity is for air-conditioning that provides essential climate control to protect the priceless national collections as well as visitors and staff. The electricity estimate is reduced from the FY 2012 request to

reflect lower utility rates overall, with small increases to support new facilities and program changes.

This decrease reflects the net effect of projected rate increases in FY 2013 (+\$387,000); added electricity demands resulting from the Smithsonian Tropical Research Institute's (STRI) Gamboa laboratory replacement project (+\$194,000) and the Museum Support Center's (MSC) laboratory renovation project (+\$17,000); an adjustment to the FY 2012 estimate because of lower actual electricity supply rates in the Washington Metropolitan Area (-\$1,010,000); and anticipated increased reimbursements in FY 2013 (-\$26,000).

- **Chilled Water (+\$55,000)** — Chilled water costs represent both the annual cost of the fixed, 15-year debt service for the joint project between the General Services Administration (GSA) and the Smithsonian to supply chilled water from GSA's central plant to the Smithsonian's south Mall facilities, and the variable cost for actual chilled water usage. The request includes an anticipated 2 percent rate increase in FY 2013 (+\$60,000), which is offset by increased reimbursements due to higher rates (-\$5,000).
- **Steam (-\$164,000)** — The Smithsonian uses steam for heating and humidification, and to produce hot water for facilities on the Mall and in New York City. The estimate reflects a decrease in the GSA steam rate for facilities on the Mall (-\$164,000).
- **Natural Gas (+\$23,000)** — The Smithsonian uses natural gas for heating and generating steam. The net estimate includes funds for anticipated rate increases in FY 2013 that average 3 percent among all accounts (+\$122,000); added demand resulting from the MSC's laboratory renovation project (+\$6,000); a downward adjustment to the FY 2012 estimate for rate increases (-\$100,000); and anticipated increased reimbursements due to higher rates (-\$5,000).
- **DC Water and Sewer (-\$614,000)** — Funds cover the costs of both water and sewer services provided by the District of Columbia Water and Sewer Authority (DCWSA). This decrease represents rate and billing adjustments transmitted by DCWSA to the Smithsonian (-\$607,000) and anticipated increased reimbursements (-\$7,000).
- **Other Water and Fuel Oil (+\$75,000)** — Funds provide water service for facilities outside of Washington, DC, and fuel oil used in dual-fuel boilers and emergency generators as a backup to natural gas. The net estimate includes a reduction for water (-\$92,000) and an increase for fuel oil (+\$167,000).

The decrease for water reflects the net effect of an anticipated 6 percent rate increase in FY 2013 for all water accounts outside of Washington, DC (+\$39,000); an adjustment for FY 2011 actual water rates which were lower than anticipated (-\$135,000); and increases for added water demands which resulted from the STRI Gamboa laboratory replacement project (+\$1,000) and the MSC laboratory renovation project (+\$3,000).

The increase for fuel oil provides additional resources for an anticipated 8 percent rate increase in FY 2013 among all fuel-oil accounts (+\$32,000) and additional resources to cover higher than expected rate increases in FY 2011 (+\$135,000).

**POSTAGE** — Funds provide for all official domestic and international mail services. No increases are requested for postage in FY 2013.

**RENTAL SPACE (+\$1,000,000)** — Funds provide for the long-term rental of office, collections and warehouse storage, and laboratory space. For FY 2013, the Smithsonian is requesting \$845,000 for centrally funded lease requirements and \$155,000 for unit-funded, programmatic lease requirements, as follows:

- **Central Rent (+\$845,000)** — The increase provides additional base rent funds for leased office and storage space, as follows:

Escalation (+\$845,000) — Provides for annual rent increases in accordance with the terms of current lease contracts. Among the contracts, the annual escalation rate for base rent averages 3 percent, and operating and real-estate taxes are each estimated at 4 percent above FY 2012 estimates.

- **Unit Rent (+\$155,000)** — Justified here, but included in the following museums' line items, are unit-funded rent increases needed to support Smithsonian programs. The increases are as follows:

Escalation (+\$49,000) — Provides funding for the annual escalation of contractual lease costs and rent-related services. The requested increase supports leased space occupied by the Cooper-Hewitt, National Design Museum (+\$14,000) and the National Museum of African American History and Culture (+\$35,000).

Center for Folklife and Cultural Heritage (CFCH) (+\$106,000) — In FY 2011, the Smithsonian signed a lease for 10,871 square feet of storage space in Lanham, Maryland to meet CFCH's critical storage needs. The requested \$106,000, along with \$34,000 included in the FY 2012 request, will provide \$140,000 needed to cover the annual rent and rent-related costs for FY 2013.

**COMMUNICATIONS (+\$991,000)** — The communications base supports the operations of the Institution's voice and data telecommunications infrastructure.

- **License/Maintenance (+\$991,000)** — This budget request supports annual increases in software license fees and hardware maintenance costs, as follows:

Item	\$000s
SharePoint Maintenance and Licenses	81
NetApps Maintenance	15
ArtCIS and SIRIS Maintenance	10
Digital Asset Management System (DAMS) Maintenance	40
3D Digitization Software Maintenance	30
Dashboard Software Maintenance	25

Internet 1 Leased Lines, 600 Mb to 1 Gig	160
Vidyo Licenses and Maintenance	60
Trumba Calendaring	30
McAfee Anti-virus Maintenance and Licenses	170
Security Software Maintenance Increases	110
Intrusion Detection System (IDS) maintenance, network and appliances	250
2-Factor Authentication maintenance and licenses	10
<b>Total</b>	<b>991</b>

Hardware and software throughout the Institution have annually recurring license and maintenance costs. Increased funding is required to support license and maintenance fee increases that will come due in FY 2013. Maintenance fees are an essential part of protecting the Institution's IT investments. In addition to allowing the SI staff to request assistance from vendors, these fees also ensure that our software and hardware (via firmware upgrades) remain efficient and safely operable in the face of emerging cyber space threats. As the user base for Smithsonian systems increases, so must the number of licenses increase. The purchase of additional licenses allows the Institution to scale systems to meet the growing demand of the Smithsonian user community and account for the greater numbers of employees who need protected network connections to telework.

**OTHER SUPPORT (+\$222,000)** — An additional \$222,000 is requested to offset the effects of inflation in other non-discretionary costs. Justified here, but included in the Administration line item, is an increase to cover contractually required inflation costs for the annual audit of the Smithsonian's financial statements and personal property inventory (+\$72,000).

Also justified here, but included in the Smithsonian Institution Libraries line item, is additional funding to adequately address inflationary increases in library subscriptions (+\$150,000). This increase will enable the Smithsonian Institution Libraries to cover the extraordinary inflation costs in purchasing journals and electronic databases which are critical to support the Institution's research programs.

## SUMMARY OF S&E PROGRAM INCREASES

	\$000s
<b>Broadening Access</b>	
• Digitization/Web Support	3,111
• Education Outreach	310
• Latino/Asian and Pacific Islander Programs	2,000
<b>Revitalizing Education</b>	
• Education	1,255
<b>Strengthening Collections</b>	
• Collections Care Initiatives	5,000
• Animal Welfare	900
<b>Mission Enabling</b>	
• Facilities Maintenance	6,000
• Facilities Operations & Support	3,000
• Internal Controls	272
• Exhibition Maintenance	755
• Employee Training	920
• Diversity	<u>321</u>
<b>Total S&amp;E</b>	<b>\$23,844</b>
<b>National Museum of African American History and Culture (S&amp;E)</b>	<b>\$14,019</b>

### BROADENING ACCESS

#### Digitization/Web Support (+\$3,111,000, +6 FTEs)

One of the key components of the Institution's Strategic Plan is to broaden access to the Smithsonian's collections, exhibitions, and outreach programs. The Institution will accomplish this goal by using new media and social networking tools to deliver information in customized ways that bring the Smithsonian's resources to audiences who cannot visit the museums and research centers in person. Digitizing the collections and making them accessible online are major Strategic Plan priorities. The increases highlighted below will assist in achieving this Smithsonian priority.

Items	\$(000)	FTEs
Digitization Program Office	1,391	2
Storage and Backup	250	0
Digitization Asset Management	243	1
Research and Scientific Data Support	357	1
SharePoint Project Support	331	1

Web Services Support	100	0
Enterprise Digital Asset Network Support	155	1
Desktop Support	284	0
<b>Total</b>	<b>3,111</b>	<b>6</b>

- **Digitization Program Office (+\$1,391,000, +2 FTEs)** — The Digitization Program Office leads the implementation of the first-ever Smithsonian pan-Institutional digitization strategic plan. Increasing the quality and quantity of digital descriptions and surrogates advances each of the major goals of the general Smithsonian strategic plan, in particular broadening access, revitalizing education, and strengthening collections. The increases provide resources to invest in the continuing execution on the digitization strategy. A new unit liaison position will provide day-to-day support to units as an in-house consultant for digitization and support unit implementation of new Smithsonian digitization policy mandates (SD 610). A digitization pool fund will support a. an investment in top-priority projects such as a digitization component for re-housing collections at the Garber facility (leveraged investment with OFEO and the National Collections Program), and b. a competitive grant process to increase Smithsonian-internal collaboration and expertise sharing, as well as public access to collections.

In support of all Smithsonian units, the Digitization Program Office currently incubates a 3D Digitization Center of Excellence as a cost-conscious model for central investment in cutting-edge expertise and expensive digitization equipment. A new 3D technician position will work with educators, scientists, and curators to broaden access to Smithsonian collections, and support scientific applications of 3D. Additional hardware and software investments assure 3D can move from pilot to program, and fill gaps in the patchwork of existing and expected industry donations.

- **Housing the Digital Smithsonian, Storage and Backup (+\$250,000)** — As the Institution continues to build the Digital Smithsonian, the senior leadership and staff must ensure that there is enough storage and backup capacity to meet increasing demands. Centralized storage and backup solutions enable the sharing and exchange of digital assets both internally and with our audience worldwide. Drivers for increased capacity include email and files created as part of the work of the staff. However, increasingly, this need will be driven by digitization and the increasing rate of research data that is born digital and, once lost, cannot be reconstructed. External collaboration, education, and research through SharePoint will also be a driver of storage and backup needs.
- **Digitization Asset Management System (+\$243,000, +1 FTE)** — The Digital Asset Management System (DAMS) provides the Institution with a centrally supported solution for the storage, preservation, search and re-use of its image, video, audio, and other digital assets. A standardized DAMS infrastructure is critical for the Institution to leverage its digital holdings and meet its grand challenges, such as Broadening Access. Many of the Smithsonian's digital assets are inaccessible and in danger of being lost, because they reside on locally held external hard drives and CDs which are subject to silent degradation. During FYs 2010 and 2011, the DAMS growth tripled going from support for 11 units to 35 units, and adding support

for video. Units are beginning to ingest whole collections, and staff are desperately needed to support both the system and the unit projects. Additional staff are needed for video, system programming, customer service and training, and general image ingest and export. In approximately two years, the system licenses will need to be doubled in order to support newer, higher processor core servers. Given the Institution's demand for these services, and their popularity with the public, the system is critically understaffed and will collapse under the weight of its own success if additional resources are not provided. Video will not be supported, no one will be able to train Smithsonian staff in use of the system, support for unit projects will be minimal, and numerous single points of failure will exist.

- **Research and Scientific Data Repository (+\$357,000, +1 FTE)** — The Research and Scientific Data Management Support initiative will assist units with creating and implementing formal research data management plans which encompass the complete lifecycle of data management, from project inception to preservation and access of the dataset by communities, internally and externally. Besides being a best practice, these data management plans are increasingly being required by funders of Humanities and Scientific Research grants. These funds will also be used to expand the fledgling Trusted Digital Repository into a production system for the long-term preservation of and access to Smithsonian humanities and scientific research. The Smithsonian research and scientific data management program is poised to fill this need by providing data management planning, preservation, access, and support services to researchers. The program will also support education, research, and broadening access initiatives.
- **SharePoint Collaboration and Forms (+\$331,000, +1 FTE)** — Funds are required to maintain the current service level agreements with units, as usage continues to increase, to migrate to SharePoint 2010, and to expand functionality built on the SharePoint platform. These funds will also support increasing forms, extranet sites, mysite, and project management implementations. The requested increases will allow the donated SharePoint platform to be used to its full potential, allowing the Smithsonian to streamline processes and to create a more productive work environment. Electronic forms will eliminate the manual process of faxing, mailing, and approving forms in a workflow across the Institution.
- **Web Analytics and Search Engine Optimization (SEO) (+\$100,000)** — Web analytics and SEO software and services provide invaluable information to Smithsonian webmasters to allow them to improve Web and New Media experiences that better meet the needs of virtual visitors and participants who engage with the Smithsonian online. In addition, these services provide feedback metrics on the quality of the Institution's Web offerings, and quantify the impact of the Smithsonian's efforts aimed at Broadening Access through its Web, New Media, and mobile outreach programs.
- **Enterprise Digital Asset Network Support (+\$155,000, +1 FTE)** — The Smithsonian Enterprise Digital Asset Network (EDAN) provides the Institution with a single point of access to data and associated images for all of its major collections. EDAN provides a centrally supported, reusable data and service infrastructure for

search and retrieval of collection objects and digital assets, and tagging of objects. It also supports Smithsonian creation of collection groups (e.g., a top 100 List), and end-user creation of personal collections (e.g., MyList). EDAN also provides a full-feature image delivery service with on-the-fly resizing and a zoom-in/out viewer. All of this is accessible for Smithsonian-developed Web and mobile applications. OCIO is constantly updating EDAN, working with Smithsonian units to add more collection objects and develop enhanced Web and mobile features that empower Smithsonian units in their Web and mobile projects and to advance Smithsonian's goals. Programmer support is critical to the success of Broadening Access to Institution-wide Web and mobile projects that use Smithsonian collections.

- **Desktop Support (+\$284,000)** — As Smithsonian units have reduced or eliminated information technology support staff in 2012, and over the past few years, there has been a significant increase in the number of Smithsonian staff contacting the OCIO Help Desk and needing support from the Desktop Services Branch. As IT support consolidation continues, the workload of the OCIO desktop services groups will continue to increase. Adding contractor resources to the OCIO Desktop Services Branch will be necessary to handle the increased workload as IT consolidation of commodity services continues.

## **Education Outreach (+\$310,000, +1 FTE)**

During a time when resources are diminishing and the Smithsonian is losing education staff due to base erosion, our most effective strategy for *Broadening Access* to our scholarship and educational offerings involves the use of technology, which can reach citizens across the nation. We see our museums as learning labs, where we test concepts and lessons, and get immediate feedback from a broad and diverse public. Armed with what we are learning, we are developing products and offerings that can be made available to learners across the country.

Our approach is one of active engagement where participants learn by doing. Our intention is to reach learners from Maine to Alaska as well as those in the nation's big cities, small towns, and in the heartland states. Our strategies call for us to work pan-institutionally and across disciplines to deliver high-quality content that covers our areas of greatest expertise. Technology makes it possible for us to get feedback from participants. We are learning about their technological capacities, the types of resources that they most need, i.e., short movies, explanatory charts, learning games or interviews with scholars in real time. We are exploring and responding to the professional development needs of teachers living in different parts of the country, teaching to different sets of standards, and working with a variety of assets and challenges. Through solid research, we will develop strategies that will enable us to meet their common needs. We are requesting support for: Digitized Exhibitions — (**+\$70,000, 1 FTE**); Program Support for Digitized Exhibitions — (**+\$70,000**); Project Support for an Online Outreach Program — (**+\$100,000**); and an online outreach program administrator — (**+\$70,000**).

## **Latino Programs (+\$1,000,000)**

The Smithsonian requests an increase of \$1 million for the Institution's Latino Initiatives Pool. This pool, established in FY 1996, has not been substantively increased from its \$1 million initial level. Yet, during that time, the U.S. Latino population has doubled and the collections of Latino artifacts and artworks in the Smithsonian's collections have multiplied exponentially. This increase will enable the Smithsonian to increase support for projects in research and collections, and for exhibitions and educational and public programming that will advance the knowledge and understanding of the contributions of Latinas and Latinos to U.S. history, art, culture, and science. By increasing the funding, the Pool will be able to fund more projects to enhance the Institution's capabilities to reach a wider, national audience. The Smithsonian will also be able to produce more exhibitions, including traveling and virtual exhibitions, and to offer more opportunities for internships, fellowships, and teacher training throughout the United States.

## **Asian and Pacific Islander American Programs (+\$1,000,000)**

The Smithsonian requests \$1,000,000 to establish an Asian and Pacific Islander American Initiatives Pool. Once established, this pool would provide annual funding for Smithsonian programs that focus on the Asian Pacific American experience and contributions to science, history, art, and culture. Pool funds will enhance the Smithsonian's capability to provide public programming and support exhibitions, education, research, and collections acquisition and enhancement. Projects will be funded on a competitive basis from proposals that demonstrate effective use of pool funds, leveraged by other Smithsonian funding and external funding (e.g., gifts, grants, etc.). Pool funds will encourage initiatives within the Smithsonian to increase attention to and inclusion of the history, art, culture, and scientific achievements of these groups in the Institution's research, collections, exhibitions, and programs.

## **REVITALIZING EDUCATION**

### **Education (+\$1,255,000, +5 FTEs)**

In its Strategic Plan, the Smithsonian Institution committed to *Revitalizing Education* programs and *Broadening Access* to all of our offerings. To achieve these goals, the Smithsonian is partnering with educators, and working with schools, libraries, universities and other cultural institutions, to make the best use of our collective resources and provide high-quality educational experiences to learners of all ages.

In *Revitalizing Education*, our key areas of focus are Science-Technology-Engineering-Art-Math (STEAM) and Civic Engagement, two strategic areas that prompt us to make efficient use of our ongoing research, while meeting the compelling needs of educators and citizens. Researchers at the National Zoo, the Cooper-Hewitt, National Design Museum, the National Museum of Natural History, and our scientific research centers are partnering with colleagues across the country to create hands-on, inter-active experiences that learners can have in our museums as well as in their communities. Our

civic engagement projects are based on work that is being done at the National Museum of American History, the National Museum of the American Indian, the Smithsonian American Art Museum, the National Portrait Gallery, and others. These programs are related to history, science and cultural studies, and encourage learners to participate in improving their communities by doing research, collecting usable data, sharing that data, and solving problems. These projects encourage our youth to become active citizens and contributors to our nation's well-being. Our targeted constituents are those identified as having the greatest need within our society: early learners, middle school students, and families across the country — but especially those in rural communities. We are requesting the following positions: Civic Engagement Project-project support — (**+\$500,000**); STEAM Initiative — (**+\$230,000, +2 FTEs**); Family Outreach — (**+\$260,000, +2 FTEs**); Rural Outreach and Program Support — (**+\$265,000, +1 FTE**).

## STRENGTHENING COLLECTIONS

### Collections Care Initiatives (**+\$5,000,000**)

The increase requested provides resources to implement an Institution-wide collections assessment program, address Smithsonian Inspector General (IG) collections-related audit recommendations, and improve the preservation, storage, and accessibility of collections currently at risk of loss or damage.

Items	\$000
Address IG-Identified Deficiencies	500
Preservation and Accessibility	3,000
Storage Equipment	1,500
<b>Total</b>	<b>5,000</b>

Collections stewardship is a key component and core priority of the Smithsonian's Strategic Plan. Assembled over 165 years, Smithsonian collections are fundamental to carrying out the Institution's mission and Grand Challenges, serving as the intellectual base for scholarship, discovery, exhibition, and education. As recognized by the America COMPETES Act reauthorization, the proper management, documentation, preservation, and accessibility of collections is critical to the nation's research and education infrastructure, enabling researchers to address significant challenges facing society involving the effects of climate change, the spread of invasive species, and the loss of biological diversity and its impact on the global ecosystem. To ensure that Smithsonian collections remain available for current and future use, the Institution must substantially improve collections care. The volume, characteristics, complexity, and age of Smithsonian collections, as well as the variety of discipline-specific standards that apply to their care, make their management as unprecedented, challenging, and complex as the collections themselves.

This request directly supports the Smithsonian's Strategic Plan to continually improve the quality of collections preservation, storage space, management, information content, and physical and electronic access while leveraging resources to support Institution-wide initiatives that strategically address Smithsonian collections care.

Collections care funding also directly supports the Smithsonian's overarching goal of improving the preservation of and accessibility to the collections that are vital to current and future scholarly research, education, and the nation's scientific enterprise.

Collections stewardship — the deliberate development, maintenance, preservation, documentation, use, and disposition of collections — is not a single process or procedure, but a series of components that are interwoven, interdependent, and ongoing. The condition of facilities housing collections, the quality of storage and preservation, and the ability to document collections in manual and digital formats affect the Smithsonian's ability to make collections available to scholars and the public worldwide.

The Smithsonian has made significant progress at raising the level of collections care and accessibility, with using targeted collections care funding to improve. Through collections assessments, long-term planning, and prioritization, the Smithsonian is strengthening collections in a pragmatic, strategic, and integrated manner. Holistic collections-level management has capitalized on economies of scale and enabled comprehensive collections care improvements that benefit the greatest number of collections items in an efficient, practical, and cost-effective way.

Smithsonian management acknowledges that an effective strategy for addressing collections challenges depends on a coordinated, Institution-wide approach. Three important pan-Institutional initiatives currently under way inform our strategies, budget request, and the allocation of resources:

- The implementation of an Institution-wide collections assessment that guides long-term strategic plans for collections, identifying areas where improvements are needed, establishing priorities, measuring progress, and providing a practical framework for the allocation of collections resources;
- The establishment of a central Digitization Program Office and implementation of a Digitization Strategic Plan to guide the digitization of collections and research holdings, including the issuance of central policy guidance, development of unit digitization plans and asset management plans, and documentation of progress in the digitization of collections; and
- The implementation of Institution-wide collections space planning to survey the current condition of Smithsonian collections space and develop a master plan for addressing current and projected Institution-wide collections space requirements.

In FY 2010, the Smithsonian conducted an Institution-wide collections assessment. As part of the assessment, Smithsonian collecting units grouped and assessed their collection holdings by defined pragmatic or nominal subunit collections based on their management and use, characterizing the quality of collections storage equipment, preservation, physical access, and collections space. Based on the collections assessment results, this budget request will target specific collections and improve substandard aspects of collections care to an acceptable level, providing essential resources to meet professional standards of collections care and address the highest priority collections management needs, including Institution-wide initiatives regarding the management and preservation of cryo-materials and time-based media.

During FY 2011, as part of the Institution's collections space planning initiative, the Smithsonian completed a survey of its collections space. The baseline data provides a snapshot of current collections space conditions across the Institution. To address near-term space requirements based on the collections space survey and collections assessment, the Smithsonian requests Capital funding to address the most severe collections space deficiencies at the Garber Facility in Suitland, Maryland. Constructed in the 1950s and 1960s, the Butler-style buildings were originally designed as temporary structures. Although some buildings have been added or replaced, most have long passed their useful lifespan, are structurally compromised or failing, and are substandard facilities for housing collections — environmental conditions are inadequate and hazardous to collections, including asbestos and lead-containing dust contamination, while overcrowding severely restricts physical access, preservation, and use of the collections. The Facilities Capital request supports the decontamination, accountability, stabilization, crating, and move of National Museum of American History (NMAH) collections in Building 15, which will be the first step towards a phased redevelopment plan for the Garber Facility.

The increases highlighted below will assist in achieving the strategic goal of strengthening collections by improving collections care, mitigating collections deterioration, and supporting Smithsonian-wide initiatives that strategically address the Institution's most critical collections care needs.

- (+\$500,000) to address the Smithsonian's Inspector General audit recommendations regarding specific deficiencies in collections management at NMAH.
- (+\$3,000,000) stabilize, conserve, re-house, catalogue, and digitize collections for long-term preservation and accessibility. Collections, by their nature and use, are subject to deterioration. The funding increase will improve the preservation, management, and accessibility of collections identified as being at risk during the collections assessment.
- (+\$1,500,000) to purchase storage units and drawers to replace obsolete, substandard storage cabinetry that is detrimental and hazardous to collections, staff, and researchers. Providing sufficient, secure, and appropriate storage equipment is the most effective and efficient way to minimize physical and security risks to the collections and to improve overall accessibility. The purchase of such cabinetry is a lasting infrastructure investment in the long-term preservation interest of Smithsonian collections.

In FY 2013, the Smithsonian will continue to take an integrated, strategic, and pan-Institution-wide approach to strengthening collections by prioritizing and systematically addressing our critical collections care needs based on current collections care methodologies, sound assessment data, economies of scale, and project-driven activities, including collections moves. The Smithsonian's collections care initiative and the FY 2013 requested increase directly support the recommendations of the Interagency Working Group on Scientific Collections (IWGSC) report *Scientific Collections: Mission-Critical Infrastructure for Federal Science Agencies* and the requirements of the America COMPETES Act by taking a systematic approach to safeguarding collections for current and future generations of researchers and scientists.

## **Animal Welfare (+\$900,000)**

This budget request provides resources to support the welfare and care of the Living collection. Excellence in animal care is paramount for maintaining the Zoo's accreditation by the Association of Zoos and Aquariums (AZA), as well as for maintaining compliance with the Animal Welfare Act. The requested increase of **\$900,000** supports animal nutrition (+\$200,000); increasing health care costs (+\$200,000); and necessary supplies, operational, enrichment, and transportation costs (+\$500,000).

By far, the biggest cost increases in the National Zoo's budget is in animal care personnel costs. In FY 2006, with a budget of \$20.1 million, animal program salaries were \$5.8 million or roughly 30 percent of the total budget. By the end of FY 2011, we project that number to be \$10.9 million, an increase of almost 90 percent or roughly 47 percent of the total budget. The following factors have caused this significant increase:

1. AZA requirements have mandated a higher level of enrichment and training, which takes more and more qualified keeper time.
2. Safety requirements have mandated a "two-person" rule on all areas with dangerous animals. In the past, a solitary keeper could be responsible for the entire elephant or lion/tiger areas. Now, at least two keepers must be on duty at all times for all dangerous animal areas.
3. Animal care personnel costs include those of veterinarian and health staff, and those have risen by more than 40 percent from FY 2008 (which was the first year that we broke out health costs separately from all of animal programs). The increase in health care costs mirrors the growth in health care costs in human health care. Better diagnostic tools and treatment options require additional health professionals as well.

Despite these increases, the National Zoo has worked to maintain its leadership in the science of exotic animal reproduction. As the importation of zoo animals from their native countries has become almost impossible, reproduction and assurance of genetic diversity within the North American zoo population becomes even more important. The National Zoo remains a leader in this area, using different artificial insemination techniques and freezing animal gametes to preserve genetic diversity into the future.

The increases in personnel costs have put a damper on the ability to absorb other increases. For example, according to USDA's Economic Research Service, the price of ground beef is up 11 percent from June 2010 to 2011. Ground beef is a key component of much of the diet for zoo carnivores. Shrimp is another food source for a significant number of collection animals, and the reduction of the shrimp harvest has resulted in price increases of 40 percent according to Globefish. Medicine costs have increased more than 10 percent from FY 2008 and the Zoo is currently in the very untenable position of not stockpiling important medicines, which potentially puts the animals at risk.

## MISSION ENABLING

### Facilities Maintenance (+\$6,000,000, +46 FTEs)

For FY 2013, the Smithsonian requests an increase of 46 FTEs and \$6 million to enable its maintenance program to continue the work of stabilizing and standardizing the overall condition of its facilities. The increase will fund high-priority needs and help establish the Smithsonian's Association of Higher Education Facilities Officers, or APPA, rating at a solid Level 3 — Managed Care — across the Institution. The following chart is a summary of the requested requirement:

Category	Amount (000s)	FTEs
Facilities and Systems Support	4,506	34
Support for the Tropical Research Institute	1,094	11
Electronic Security Maintenance	400	1
<b>Total</b>	<b>6,000</b>	<b>46</b>

The Smithsonian has a well-documented goal of achieving APPA Level 1 maintenance in all of its facilities. Progress toward that goal has been made in recent years, thanks to funding increases authorized by OMB. To reach Level 3 SI-wide, the Institution requires **\$4,506,000 and 34 FTEs** to support maintenance of facilities and systems that have expanded the Smithsonian's requirements in recent years. Examples include the Udvar-Hazy Center Phase II expansion; Smithsonian's greenhouses; new collections storage environmental systems in Pod 3; integration of the National Postal Museum's maintenance requirements into the overall program; and new fire systems (detection, alarm, suppression) at multiple locations. In addition to the expanded requirements, the need for additional skilled maintenance workers and funding is partially attributable to the diversity of custom made materials that must be maintained and restored throughout our facilities. The request includes funding for 13 utility system repair operators, five HVAC/utility system repair operators, five maintenance mechanics, four electricians, three electronics technicians, two management support assistants, an engineering technician, and an assistant facility manager (\$3,150,000).

Starting in FY 2012, facilities maintenance at the Smithsonian Tropical Research Institute (STRI) will be integrated into the Institution's central maintenance program. A recent assessment of the condition of facilities and systems at STRI revealed that many assets have been poorly maintained and that critical records on preventive maintenance are not accurate. The Institution requests **\$1,094,000 and 11 FTEs** to address these deficiencies and begin to bring maintenance of STRI's facilities up to the same level as those in Washington, DC. The request includes funding for six utility system repair operators, two electricians, an HVAC mechanic, plumber, and an administrative assistant (\$163,000). Reducing the potential for equipment failure will also reduce the potential risk to staff and visitors who use our facilities. This budget request is especially urgent given the remoteness of many of STRI's sites.

Security maintenance responsibilities have also increased as the result of increased footprint of the Smithsonian and an increase in the number and complexity of security systems. The Institution requests **\$400,000 and 1 FTE** for electronic security maintenance

to support an alarm technician (\$84,000) and contract services in support of electronic security equipment (intrusion detection, access control, closed-circuit television); life-safety intercom systems; screening equipment (x-ray and magnetometer); radio systems; perimeter barrier equipment; and locksmith services. These resources will allow OFEO to proactively detect and replace failing or old equipment and react to failure emergencies in a timely manner.

It is critical to provide the maintenance coverage required to keep facility systems performing in accordance with their mandated design criteria. Through diligent maintenance of the Institution's facilities and systems, the Smithsonian can prolong the operational life of the equipment while maintaining reliable output to protect the national collections. Additionally, the proper maintenance of the equipment reduces the potential for unplanned equipment shutdowns which could severely impact our visitors, staff, and collections.

## **Facilities Operations and Support (+\$3,000,000, +9 FTEs)**

For FY 2013, the Smithsonian requests an increase of 9 FTEs and \$3 million to address high-priority operating, safety, and security requirements.

- **Fleet Management Program (+\$2,000,000, +4 FTEs)** — The Institution is in desperate need to replace assets used in critical scientific research. Also, the Institution's efforts to efficiently manage its global fleet are hampered by the lack of a centralized fleet replacement program for vehicles and boats. At present, the marine vessels represent the most pressing institutional need. A recent survey of the vessels' conditions revealed a majority of these assets are in a state of disrepair and in need of critical updates and replacement and several vessels had to be taken out of service. This results in increased maintenance, repair, and fuel costs, and has serious impact on research efforts. The Institution requests 4 FTEs and \$2 million to replace the most critical assets. The request includes funding for four fleet maintenance mechanics (+\$268,000) and funding for the replacement program (+\$1,732,000). The program will be life-cycle based, considering the cost of acquisition, fuel, maintenance, repair, disposal, administration, accidents, inventory and downtime. The goal will be to purchase, operate, and dispose of an asset at the optimal time — when the total cost of ownership is at its lowest. The Smithsonian has not been able to take this approach to managing its fleets in the past, as dedicated funding has not been available. The program will optimize fleet size, minimize maintenance and fuel costs, and reduce fleet carbon emissions through the acquisition of more fuel-efficient vehicles and boats.
- **Facilities Requirement (+\$280,000, +5 FTEs)** — The Smithsonian's ultimate goal of achieving APPA cleanliness Level 2 will require a substantial increase over the current investment. Given the current budget climate and competing priorities, the Institution requests 5 FTEs and \$280,000 to provide some improvement to the staffing and funding shortfalls in facilities operations. The request will fund the hiring of five building service workers (+\$261,000) and provide a small amount for supplies and materials (+\$19,000).

- **Background Investigations Requirements (+\$440,000)** — The Smithsonian must comply with increased background investigation requirements established by OPM in November 2008. The Institution requests \$440,000 to meet these mandated costs.
- **Culture of Safety Program (+\$180,000)** — The Smithsonian Institution must meet many safety, health, and environmental regulatory and operational requirements to provide a safe and healthy environment for its workers, volunteers, and visitors. To achieve these objectives, the Institution established a goal of zero workplace injuries through a culture that embraces and promotes a safe and healthful workplace. The challenges of maintaining regulatory compliance and reversing the trend of rising incidents and work time lost to injuries and illnesses require the development of effective intervention methods to enhance the Culture of Safety within the Institution. The Institution requests \$180,000 for enhanced support services for the safety culture effort. The funds will be used to implement pilot programs in two to three facilities. The results will then be evaluated for the feasibility of further implementation within the Institution. Through education and reduction of hazards, the Institution can reduce injuries to and illnesses among its workers, volunteers, and visitors, limit work time lost to injury, and reduce workers' compensation claims and costs.
- **Establishment of a Requirements Branch (+\$100,000)** — To ensure that all facilities projects, including maintenance and capital, are properly coordinated, the Institution requests \$100,000 to support the establishment of a Requirements Branch within OFEO. The branch will review and bundle projects to determine the most efficient use of existing maintenance and capital resources.

## **Internal Controls (+\$272,000, +2 FTEs)**

The Smithsonian is improving governance and financial internal controls, and the Institution is gaining congressional support in areas that were specifically noted by the Independent Review Committee (IRC). The additional positions (2 FTEs) for the Office of the Comptroller will support the continued elimination of internal control deficiencies that were identified by the IRC, as reflected in the Regents' governance reform recommendations, and validated by a consultant-supported assessment that highlighted these critical weaknesses. The requested resources will provide critical support for the improvement of external financial reporting. Specifically, these positions will develop financial management policy/procedure documentation, design and conduct financial management training, and plan and conduct policy compliance monitoring and internal control validation and testing.

## **Exhibition Maintenance (+\$755,000)**

Smithsonian museums have a long tradition of raising private funds to design and install new exhibitions. For generations, these exhibitions have been the reason why millions of visitors have come to the National Mall. However, the success of these exhibitions is not without cost. The mere presence of record numbers of visitors results in significant damage to the spaces and displays within the halls, and increases the cost to maintain them. Currently, exhibit maintenance is defined as custodial, exhibit, and conservation operations of exhibit areas; cleaning of casework and objects; paint touch-ups; carpet replacement; and upkeep of other exhibit components, including media and interactives.

A Smithsonian task force worked to gather data on the current square footage for interior, exterior, staffing, and resources expended, and developed a methodology for rating the level of quality in maintaining exhibitions. This methodology closely resembles the benchmarking work already in place for Smithsonian-run facilities. It uses the APPA (Association of Higher Education Facilities Officers) standard to measure the overall appearance and maintenance levels. The funding increase will begin to address the exhibition maintenance backlog and improve efforts to maintain existing and new exhibitions at a standard that reflects a world-class institution. The requested budget increase will ensure that the museums' exhibitions are clean and in good repair, and that the media components are fully operational and up to date. Priority will be given to providing energy-efficient lighting and updating the technological components in computerized interactive exhibits which, in many cases, have become obsolete. Specifically, funding would be provided to the National Museum of American History (**+\$200,000**); the National Museum of Natural History (**+\$355,000**); and the National Air and Space Museum (**+\$200,000**).

## **Training (+\$920,000)**

This funding will leverage resources to provide two funding streams that will supply the financial, human capital, and developmental/training structure to identify critical skills and knowledge gaps, and to invest in and profit from our employees' learning and mastery of their competencies, skills, and abilities.

- **Supervisory Training** — Supervisory training is an area recognized as deficient across the Institution and well-trained supervisors are essential for a productive and motivated workforce. Initial and follow-up supervisor training is mandated by law (5 C.F.R. § 412.202, Systematic Training and Development of Supervisors, Managers, and Executives), yet often the only training a supervisor receives is the Equal Employment Opportunity training for supervisors course.

The need for well-trained supervisors is critical to ensure maximum staff productivity and performance while complying with the myriad rules, regulations, and policies involved in employee supervision. This funding would provide for a comprehensive, centralized training program, designed much like the financial training provided by the Office of Contracting and Personal Property Management, where classes are required before an employee can perform certain functions. Supervisor classes would include subjects such as leadership, recruitment and hiring, dealing with

problem employees, motivating good employees, performance evaluation, coaching, and more. By having a centralized training fund for identified mandatory courses, small units would not be at a disadvantage. The necessary training would comply with regulatory requirements to provide certain defined training within the first year on the job, and refresher training would be provided every three years thereafter.

- **Occupational and Functional Competency Models and Training Curriculum —** This funding will provide the critical financial resources to develop competency models, learning strategies, and targeted training for Smithsonian occupations. This competency and training project will address and rectify knowledge and skill gaps in our critical occupations to address the specific needs of the Institution. It will be the platform that provides a level of consistent competency, learning, and performance across the Institution and to ensure a continuity of knowledge for a learning organization such as the Smithsonian Institution.

## Diversity (+\$321,000, +2 FTEs)

Diversity is one of the expressed values in the Smithsonian Strategic Plan. In support of that value, supplier diversity is an organizational goal and included in the requirements outlined in every manager and procurement official's performance plan, as well as a matter of Institution policy. The Office of Equal Employment and Minority Affairs' (OEEMA) Supplier Diversity Program operates to advocate for the utilization of small disadvantaged businesses in the Smithsonian's procurement and contracting opportunities. This program was established to demonstrate support for and commitment to the Smithsonian's use of small, disadvantaged, women- and veteran-owned businesses in Smithsonian operations.

Current staffing for the Supplier Diversity Program consists of one employee who serves as the lone program manager and staff. The work of this staff member has been augmented by the contributions of interns, volunteers, and employees on loan from other agencies, and on training details to the office, which has been a major factor in the success of the program. Without the work performed by these individuals, the supplier diversity achievements that the Smithsonian has come to be recognized for would not be as significant. On an ad hoc basis, these individuals did the work that would normally be performed by two full-time procurement specialists.

However, each year it has become increasingly difficult to secure these individuals, making these successful short-term assistance efforts unsustainable. To this end, OEEMA is requesting a budget increase (**+\$321,000**) to stand up the Supplier Diversity Program more effectively and efficiently with permanent staffing and programming funds. This additional funding would assist the Smithsonian in the following areas:

- Support Smithsonian units in the development of unit annual procurement plans, small business participation goals, and timely preparation of the Smithsonian Forecast of Procurement Opportunities
- Develop and implement small business and minority-owned small business outreach plans and initiatives (e.g., vendor outreach sessions and partnerships) in

order to brand the Smithsonian to the small and minority-owned business communities

- Create supplier diversity training materials that raise Smithsonian staff awareness of the Supplier Diversity Program's goals as they relate to the Smithsonian's Strategic Plan, as well as the program's policies, procedures, and requirements
- Collaborate with Smithsonian units to improve awareness, understanding, and elimination of policies and practices that hinder the Institution's ability to engage with and retain a cadre of competitive small business contractors
- Complete timely responses to vendors interested in doing business with the Smithsonian and update physical vendor capability statements in the electronic, online Supplier Diversity Program small business database
- Identify and match small and minority-owned businesses with Smithsonian Institution acquisitions
- Develop plans and activities to advocate for small business participation as subcontractors in large-dollar contracts awarded to large businesses
- Proactively visit Smithsonian units and provide supplier diversity reviews, advice, and assistance
- Update Supplier Diversity Program information in publications that have become outdated due to legislative and regulatory changes, and better communicate current supplier diversity goals and acquisition needs
- Respond to increasing public and legislative inquiries
- Recognize unit managers and contractors for their Supplier Diversity Program achievements

**NO-YEAR FUNDING** — The following table provides the FY 2012 and FY 2013 Salaries and Expenses request for No-Year Funding.

**No-Year Funding Request**  
(Dollars in Thousands)

<b>Salaries and Expenses</b>	<b>FY 2012 Request</b>	<b>FY 2013 Request</b>
<b>No-Year Funds</b>		
National Museum of African American History and Culture	13,437	27,586
National Museum of Natural History		
Exhibition Reinstallation	1,000	1,000
Repatriation Program	1,419	1,438
Major Scientific Instrumentation	3,822	3,822
Collections Acquisition	459	459
<b>Total, No-Year</b>	<b>\$20,137</b>	<b>\$34,305</b>

**OBJECT CLASS** — The following table provides an object-class breakout of resources for the Salaries and Expenses account.

**Object Class Request**  
(Dollars in Millions)

<b>Salaries and Expenses</b>	<b>FY 2012 Request</b>	<b>FY 2013 Request</b>
Salaries and Benefits	409	425
Travel and Transportation	4	4
Rent, Utilities, Communications, and Other	85	86
Other Services	99	120
Supplies and Materials	17	19
Equipment	23	29
<b>Total</b>	<b>\$637</b>	<b>\$683</b>

# NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY AND CULTURE

The National Museum of African American History and Culture (NMAAHC) has strategically planned for needed Federal support addressing all its requirements — construction, staffing, and operation — until the Museum's opening as the Smithsonian Institution's newest museum on the Mall. As the Museum moves ahead with plans and operations geared to its opening in three years, it is crucial that the resources required are fully provided to support the necessary professional and technical expertise needed for all aspects of this project. It is equally important to leverage the contributions of potential donors (collections, in-kind services, and funding), which includes NMAAHC cultivating relationships while building a firm financial base of private funding. This will continue the momentum essential to the fundraising campaign.

Up to this point, NMAAHC has been fully cognizant of the constrained economic environment of the last several years and has been conservative in its budgetary requests. However, given that the Museum is three years away from opening its physical building to an eagerly waiting public, it is crucial that the Museum begin ramping up its programmatic and staffing requests to meet scheduling deadlines. Therefore, NMAAHC requests an increase in FY 2013 of **\$14,019,000**, as detailed below:

## Base Request (+\$8,819,000):

The requested increase to NMAAHC's base and one-time funding resources at this time reflects the need to enhance what has been to this point a limited staff and limited funds for the development of exhibitions, programming, and operations. Further key development activities are necessary to provide fundraising support for both construction and program efforts to meet the 2015 opening date and the timelines established for the project.

The S&E base budget increase will support the following areas:

- Research African American history and culture in support of inaugural exhibitions, collections data, and research for future resource centers/publications (**+\$500,000**);
- Inaugural exhibition development/coordination of exhibit building process (**+\$1,000,000**);
- Digitization of collections and Web support (**+\$70,000**);
- Strengthening of collections and stewardship of national collections (**+\$1,000,000**);
- Editorial services to publications and educational materials that will create methods and models of innovative informal education and link them to the formal education system, and to develop and support the Museum's website by using new media and social networking tools to deliver information in customized ways and bring the Museum's resources to those who cannot visit in person (**+\$500,000**);
- Adequate leased space from which to launch the Museum's development and programmatic efforts (**+\$500,000**);
- Outreach support (**+\$1,500,000**) that will continue to build visibility of the Museum nationally and internationally, and contribute to building financial strength;
- Augmented development resources for NMAAHC as part of the Institution's Combined Capital Campaign to raise \$250 million in private matching funds for the Museum's capital construction costs of the building and exhibitions (**+\$200,000**);

- Resources for NMAAHC's share of a comprehensive information system to support its federal fundraising mission. This system will encompass the broad information and functions related to the identification, tracking, management, soliciting, and stewardship of individuals and organizations that have a philanthropic relationship with the Museum and the Institution. The support for the system will include the financial functionality to record, track, and report fundraising information (especially giving) and to interface with the Smithsonian's central financial system (**+\$554,000**).

In order to accomplish the above tasks, the Museum requires the addition of **30 FTEs and \$2,995,000** across a broad spectrum of disciplines. By FY 2013, NMAAHC will be three years from opening; thus, to meet its deadlines the Museum requires, at minimum, the above requests for all activities and staff to be included in its base budget.

### **One-time Activities (+\$5,200,000)**

Additional storage and collections maintenance space is required (**+\$4,200,000**). The Museum started with no collections and now has more than 10,000 objects and has fully occupied the minimal space it has. The Museum continues to collect in order to meet the requirements needed for its inaugural exhibitions. The collection is growing and will triple in size, at a minimum, before the 2015 opening. The Museum must also have space for the large iconic collections which will require storage as well. Lack of adequate collections storage and maintenance facilities will seriously impact the scheduled opening of the Museum's inaugural exhibitions.

The outfitting of leased space for staff, until the construction and occupation of NMAAHC's physical structure, is needed to house the increasing number of staff who plays an essential role in setting up of exhibitions, programming and operations of the Museum. Without the added leased space and outfitting, the Museum will have no space to house the new staff necessary to finish the various exhibitions, programming, and other elements required for the 2015 opening (**+\$1,000,000**).

Without the above requested increase at this developmental stage of the National Museum of African American History and Culture, the Museum's ability to sustain a realistic schedule of exhibitions and programmatic plans for the operation of this cultural presence is severely limited. The requested increase is crucial to meet the Smithsonian mandate set forth in the legislation created December 16, 2003. Any delays at this key point will have a direct correlation to the Museum's ability to meet its \$250 million private-source fundraising requirements and the schedule set forth in the remaining three years before opening in 2015. The Museum must stay on schedule to provide the exhibitions and programs promised to an eagerly waiting public, avoid cost increases, and maintain its high level of public support.

The Smithsonian has been very conservative in developing its requests for the last several years, recognizing that these have been and continue to be difficult economic times. From this point forward, however, it is crucial that NMAAHC maintain a level of momentum in order to carry its mission forward, maintain and enhance a public presence, and strive to reach realistic benchmarks in the establishment, not only of its building on the Mall, but its presence — publicly signifying the rich and vibrant historical and cultural role and contributions of African Americans within the fabric of American history and culture.

## FEDERAL RESOURCE SUMMARY BY PERFORMANCE OBJECTIVE AND PROGRAM CATEGORY

The Smithsonian has developed its FY 2013 budget request by reviewing all resources, both base amounts and identified increases or decreases, in relation to the Institution's performance plan and Strategic Plan. In the sections that follow, detailed justifications are provided for all funding and FTEs by the Institution's strategic goals and by performance objectives under each goal.

The Institution's program performance goals and objectives were aligned with the program categories used in the federal budget and the Institution's financial accounting system. This enables the Institution to more clearly demonstrate the relationship between dollars budgeted and results achieved.

The following table summarizes the Institution's FY 2012 and FY 2013 **Salaries and Expenses** estimates and the proposed changes by strategic goal, performance objective, and program category.

## Federal Resources by Performance Objective and Program Category

Salaries and Expenses (\$ in thousands)

Performance Objective/Program Category	FY 2012		FY 2013		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
<b>Excellent Research</b>						
<b>Research</b>						
Engage in research and discovery	447	70,206	447	71,300	0	1,094
Ensure the advancement of knowledge in the humanities	119	17,114	119	17,876	0	762
<b>Broadening Access</b>						
<b>Digitization and Web Support</b>						
Provide improved digitization and Web support	59	8,746	67	12,253	8	3,507
<b>Public Programs</b>						
Provide reference services and information	137	15,810	138	17,386	1	1,576
<b>Exhibitions</b>						
Offer compelling, first-class exhibitions	426	52,515	428	56,161	2	3,646
<b>Revitalizing Education</b>						
<b>Education</b>						
Engage and inspire diverse audiences	163	18,799	174	21,396	11	2,597
<b>Strengthening Collections</b>						
<b>Collections</b>						
Improve the stewardship of the national collections	442	58,445	457	71,846	15	13,401
<b>Mission Enabling</b>						
<b>Facilities</b>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	601	127,933	610	133,544	9	5,611
Implement an aggressive and professional maintenance program	394	72,491	440	79,183	46	6,692
Execute an aggressive, long-range revitalization program and limited construction of new facilities	1	2,585	1	2,587	0	2
<b>Security and Safety</b>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	730	62,327	730	63,570	0	1,243
Provide a safe and healthy environment	51	8,039	51	8,122	0	83
<b>Information Technology</b>						
Modernize the Institution's information technology systems and infrastructure	148	54,922	148	56,162	0	1,240
<b>Management Operations</b>						
Strengthen an institutional culture that is customer centered and results oriented	177	22,546	177	22,854	0	308
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	102	16,649	104	17,829	2	1,180
Modernize the Institution's financial management and accounting operations	107	15,044	109	15,605	2	561
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	33	3,908	33	3,976	0	68
Modernize and streamline the Institution's acquisitions management operations	49	6,633	49	6,755	0	122
<b>Ensuring Financial Strength</b>						
Secure the financial resources needed to carry out Institution's mission	9	1,818	14	4,316	5	2,498
<b>TOTAL</b>	<b>4,195</b>	<b>636,530</b>	<b>4,296</b>	<b>682,721</b>	<b>101</b>	<b>46,191</b>







## FACILITIES CAPITAL

FY 2011 Appropriation	\$124,750,000
FY 2012 Estimate	\$225,000,000
FY 2013 Estimate (Base)	\$141,000,000
FY 2013 National Museum of African American History and Culture	\$85,000,000

### STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Mission Enabling</b>						
<b>Facilities</b>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	48	78,100	48	118,140	0	40,040
<b>Security and Safety</b>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	0	3,650	0	5,400	0	1,750
Provide a safe and healthy environment	0	18,250	0	17,460	0	-790
<b>Subtotal</b>	<b>48</b>	<b>100,000</b>	<b>48</b>	<b>141,000</b>	<b>0</b>	<b>41,000</b>
National Museum of African American History and Culture		125,000		85,000		-40,000
<b>Total</b>	<b>48</b>	<b>225,000</b>	<b>48</b>	<b>226,000</b>	<b>0</b>	<b>1,000</b>

### BACKGROUND AND CONTEXT

The Facilities Capital Program underpins the Smithsonian's mission and represents a vital investment in the long-term interest of the nation. It is intended to provide modern facilities that satisfy public programming needs and facilitate world-renowned research efforts.

The professional engineering study, *Smithsonian Institution Museums and Facilities: Critical Assessment and Improvement Objectives*, published in 2001, established a 10-year, \$1.5 billion requirement for capital revitalization of Smithsonian facilities (in FY 2001 dollars). The National Academy of Public Administration (NAPA) study of that same year supported these findings, as did Government Accountability Office (GAO) reports of April 2005 and September 2007.

Funding levels for the past few years have allowed the Smithsonian to make progress against this requirement.

In the Facilities Capital Program, revitalization involves making major repairs or replacing declining and failed infrastructure to address the causes of advanced deterioration. Once completed, these projects will enable the Smithsonian to avoid the failures in building systems that can create hazardous conditions for visitors and staff, harm animals, damage collections, and cause the loss of precious scientific data. Fulfilling the Smithsonian's mission also requires construction of the National Museum of African American History and Culture (NMAAHC).

Funding for facilities routine maintenance and minor repairs is included in the Institution's Salaries and Expenses request. These resources are critical to realize the intended design life and full economic value of Smithsonian facilities and to protect the Institution's investment in revitalization. Underfunding maintenance devalues the Institution's capital investment by prematurely shifting increased costs to the Facilities Capital Program.

The Institution plans to use these resources to provide for safe, code-compliant, and functional facilities that support Smithsonian programs. Sustained future funding to meet these requirements is essential to sustain the viability of the Institution's physical plant.

## **FY 2013 REQUEST — EXPLANATION OF CHANGE**

The Institution requests \$226,000,000 and 48 FTEs for the Facilities Capital Program in FY 2013. The Institution is requesting \$85 million for the National Museum of African American History and Culture (NMAAHC) and \$141 million for revitalization and for the planning and design of future projects. Major renovation efforts will continue at the National Zoological Park (NZP), which will be guided by the master plan to correct the conditions there. This request also recognizes the need to sustain progress in other priority areas, which include revitalizing the National Museum of Natural History (NMNH) and the National Museum of American History (NMAH). This request also provides funding to renovate the Mathias Laboratory at the Smithsonian Environmental Research Center (SERC), and continue work on the Smithsonian Tropical Research Institute's (STRI) Gamboa Laboratory. Other priorities include funding to finish renovating the Cooper-Hewitt, National Design Museum's (CHNDM) Carnegie Mansion, improving collections storage at the Museum Support Center (Suitland), and addressing various safety and security deficiencies.

The chart that follows summarizes the Institution's full request for the highest priority FY 2013 projects and the related future program funding requirements through FY 2017.

## SMITHSONIAN INSTITUTION

### Federal Facilities Capital Program Summary

FY 2011 - FY 2017

CATEGORY	\$Millions	Received	Congress	OMB	Trust* Estimate	Future Program Estimates				Trust* Estimate				
			FY 2011	FY 2012		FY 2014	FY 2015	FY 2016	FY 2017					
<b>REVITALIZATION</b>														
<i>Major Projects</i>														
Arts & Industries Building									10.0	30.0				
Cooper-Hewitt Museum	8.9	7.0	1.4	5.4						TBD				
Hirshhorn Museum						10.0	11.7							
Museum Support Center	1.3					8.0	8.0	8.0	8.0					
National Air and Space Museum			0.7			5.0	15.0	10.0	15.0					
National Museum of American History	18.0	11.0	35.8	3.5	5.0				5.0	TBD				
National Museum of Natural History	15.4	8.0	17.5		17.5	12.5	16.6	12.0						
National Zoological Park	11.7	17.0	18.1	2.8	18.6	9.7	17.4	24.0	14.5					
Quadrangle									4.0					
Renwick Gallery						7.5	7.5			15.0				
SERC, Mathias Lab & Conte's Wharf Road	11.3	17.4	15.1		5.3					7.5				
Smithsonian Castle						5.0	13.1	21.4	18.5					
Smithsonian Tropical Research Institute	4.0	4.0	7.0						20.0					
Museum Support Center (Suitland Collection Center)				4.0										
Udvar-Hazy Center									7.5	7.5				
<i>Other Revitalization Projects</i>	21.4	19.7	24.2	2.0	45.8	46.6	49.9	33.5	2.0					
<i>Facilities Planning and Design</i>	12.8	15.2	17.9		30.5	23.9	38.3	26.5						
<i>Anti-Terrorism Protection</i>					1.8	3.7	4.2	1.0						
<b>SUBTOTAL</b>	<b>104.8</b>	<b>100.0</b>	<b>141.0</b>	<b>13.7</b>	<b>150.0</b>	<b>150.0</b>	<b>200.0</b>	<b>200.0</b>	<b>39.0</b>					
<b>CONSTRUCTION</b>														
National Museum of African American History & Culture	20.0	125.0	85.0	80.0						62.0				
Construct SAO Hilo Control Building Extension						1.0	1.5							
Construct SERC Library/Seminar Facility						0.8	5.6	8.3	25.4	2.0				
<b>SUBTOTAL</b>	<b>20.0</b>	<b>125.0</b>	<b>85.0</b>	<b>80.0</b>	<b>1.8</b>	<b>7.1</b>		<b>25.4</b>	<b>64.0</b>					
<b>TOTAL PROGRAM</b>	<b>124.8</b>	<b>225.0</b>	<b>226.0</b>	<b>93.7</b>	<b>151.8</b>	<b>157.1</b>	<b>200.0</b>	<b>225.4</b>						

\* Trust funding is mostly programmatic

## SUMMARY TABLES

### *REVITALIZATION*

#### **Major Projects**

Investment in major projects provides for the replacement of failing or failed major building systems and equipment, and for major renovation projects to preserve the buildings. It primarily includes the exterior envelope, HVAC, electrical, and other utility systems at the older buildings. Projects also entail modifications to ensure compliance with life-safety and Americans with Disabilities Act (ADA) codes, restoration of historic features, and modernization of the buildings to support current program requirements. Major projects are those that cost more than \$5 million.

<b><u>Facility</u></b>	<b><u>Project</u></b>	<b><u>\$(000)</u></b>
Cooper-Hewitt, National Design Museum	Carnegie Mansion Renovation	1,400
National Museum of American History	West Wing Renovation	35,800
National Museum of Natural History	Revitalize Public and Non-Public Space	17,500
National Zoological Park	Rebuild North Retaining Wall (GSB) Upgrade Fire Suppression, Life-Safety and Infrastructure Systems Construct Police Station (SCBI)	10,600 6,450 1,000
SI Environmental Research Center	Renovate Mathias Lab/Replace Trailers	15,110
Museum Support Center (Suitland)	Construct Collections Storage Swing Space	4,000
SI Tropical Research Institute	Replace Gamboa Laboratory Facilities and Upgrade Utility Infrastructure	7,000
<b>TOTAL MAJOR PROJECTS</b>		<b>\$98,860</b>

## **Other Revitalization Projects**

These projects correct extensive and serious facilities deficiencies to materially extend the service life of systems. Unlike the major projects, these are smaller in scale, costing \$5 million or less, and usually involve capital repair or replacement of individual systems or components.

<b><u>Facility</u></b>	<b><u>Project</u></b>	<b><u>\$(000)</u></b>
Cooper-Hewitt, National Design Museum	Modernize Electronic Security	2,000
Cooper-Hewitt, National Design Museum	Blast Mitigation	1,000
National Air & Space Museum	Renovate Elevators	1,200
National Museum of American History	Replace Switchgear	900
National Zoological Park	Upgrade Perimeter Gates/Controls	1,100
Quadrangle	Repair Leaks and Replace Snow Melt	850
Smithsonian Astrophysical Observatory	Install heated Road System	800
Smithsonian Tropical Research Center	Panama Canal Expansion Mitigation	2,300
Multiple Locations	Construction Supervision Administration	5,750
	Misc. projects \$500,000 and under	<u>8,290</u>
<b>TOTAL OTHER PROJECTS</b>		<b>\$24,190</b>
<b>FACILITIES PLANNING AND DESIGN</b>		<b>\$17,950</b>
<b>TOTAL REVITALIZATION</b>		<b>\$141,000</b>

## **New Facilities Design/Construction**

<b><u>Facility</u></b>	<b><u>Project</u></b>	<b><u>\$(000)</u></b>
National Museum of African American History and Culture	Construct Museum	<u>85,000</u>
<b>TOTAL NEW FACILITIES</b>		<b>\$85,000</b>
<b>TOTAL REQUEST</b>		<b><u>\$226,000</u></b>

## **REVITALIZATION PROJECTS**

### **Major Projects:**

**PROJECT TITLE:** Renovate Carnegie Mansion  
**INSTALLATION:** Cooper-Hewitt, National Design Museum (CHNDM)  
**LOCATION:** Manhattan, New York

<u>FY 2013 COST ESTIMATE (Thousands of Dollars):</u>	\$1,400
<u>PRIOR-YEAR FUNDING:</u>	<u>\$15,850</u>
Total	\$17,250

### **BUILDING BACKGROUND:**

The 64-room Carnegie Mansion, designed by the architectural firm of Babb, Cook & Willard, was built between 1899 and 1902. It was the first private residence in the United States to have a structural steel frame and one of the first in New York to have a residential Otis passenger elevator (now in the collection of the Smithsonian's National Museum of American History). The Mansion was transferred to the Smithsonian in 1972 and the Museum opened there in 1976.

### **PROJECT JUSTIFICATION:**

The Mansion requires interior and exterior renovation work. On the interior, the electrical distribution system and emergency systems (i.e., fire alarm, sprinkler, and emergency egress) are in poor condition and do not meet current code requirements. The lighting system dates from the 1970s and does not meet the needs of a modern museum. These upgrades have been planned to coincide with a Museum-funded project to expand exhibition spaces. Many areas of the Museum have asbestos-containing materials (ACM), as documented in a 1992 study, which will be disturbed during the project and will require ACM abatement. Non-federal sources will provide more than 60 percent of the funding for this project.

### **PROJECT DESCRIPTION:**

Renovation of the Mansion infrastructure will include replacement of the electrical distribution system, an upgrade of the lighting system, abatement of asbestos/lead in areas affected by the renovation, upgrades to the fire alarm and sprinkler systems, security system enhancements, replacement of the building's main elevator, and modifications to emergency egress. These efforts will benefit from and be coordinated with a Museum-funded project to add gallery space on the third floor, relocate the Museum's Registrar and a ground-floor conservation laboratory, and restore historic finishes. Combining the renovation work with the expansion project will allow the project to be performed economically, with minimal additional impact to Museum operations. The Institution requests \$1.4 million in federal support in FY 2013 to complete the exterior phase of the Mansion renovation.

### **PROGRESS TO DATE:**

Design of the Mansion renovation project was completed in April 2011. Bids for construction are currently under evaluation and an award is expected before the end of

the year. Renovation of the adjacent Miller-Fox House is nearing completion, with security system testing and punch lists work under way.

**IMPACT OF DELAY:**

The Mansion renovation will benefit from efficiencies related to completing this infrastructure work concurrently with the exhibit expansion project planned by the Museum. Aside from the cost savings to be realized by combining the projects, the Museum's electric, fire alarm, and sprinkler systems are not in compliance with current code requirements. A delay in completing this project will increase the risk of one or more system failures.

**PROJECT TITLE:** Revitalize NMAH West Wing Public Space (Package III)  
**INSTALLATION:** National Museum of American History (NMAH)  
**LOCATION:** Washington, DC

<u>FY 2013 COST ESTIMATE (Thousands of Dollars):</u>	\$35,800
<u>PRIOR-YEAR FUNDING:</u>	\$22,000
<u>FUTURE-YEAR FUNDING (FY 2014):</u>	<u>\$5,000</u>
Total	\$62,800

**PROJECT JUSTIFICATION:**

This project continues the National Museum of American History (NMAH), *Kenneth E. Behring Center*, modernization. All three public floors of the Museum's West Wing, comprising approximately 119,000 square feet, are part of this major renewal, which redefines the visitors' experience, and modernizes and clarifies circulation. The Museum's West Wing renovation, which is the next step outlined in the NMAH Master Plan of February 2006, is guided by the report of the Blue Ribbon Commission on the National Museum of American History, dated March 2002.

**PROJECT DESCRIPTION:**

The scope of work for this project includes replacement of two zones of the HVAC system, the power-distribution system, fire-detection and alarm systems, life-safety egress, and fire protection. In addition, the modernization will provide new exhibit space for exhibitions such as *Sports and Entertainment*, *Music and Popular Culture*, *American Presidency*, and *First Ladies*. The Institution requests \$35.8 million in FY 2013 to continue construction. This amount includes \$2.8 million to replace the West Wing window wall, which was previously a separate project.

**PROGRESS TO DATE:**

The design firm was selected in July 2009 and completed the 35 percent design milestone during 2010. The 65 percent design development was completed in early April 2011 and the 95 percent construction document in August 2011. The 100 percent construction document is anticipated by early October 2011. Construction is scheduled to begin in the second half of fiscal year 2012.

**IMPACT OF DELAY:**

Delays to the West Wing renovation would increase the risk of mechanical systems failures and delay improvements needed to meet current fire-protection coverage and safety standards. The planned renovation will help minimize threats to the safety of the Museum's collections, visitors, and staff. Existing equipment and systems are at the end of their useful lives and will begin to fail at increasing rates, demand increasing maintenance staff time, and be more expensive to replace if this project is delayed.

In addition, a delay of the West Wing renovation could result in a breach of agreements with several major donors. This could put anticipated pledge payments at risk.

**PROJECT TITLE:** Revitalize Public and Non-Public Space  
**INSTALLATION:** National Museum of Natural History (NMNH)  
**LOCATION:** Washington, DC

**FY 2013 COST ESTIMATE (Thousands of Dollars):**

Continue HVAC/Utility System Replacement and Building Renovation	\$17,500*
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**PRIOR-YEAR FUNDING:** \$246,970

**FUTURE-YEAR FUNDING (FY 2014+):** \$106,800\*

Ongoing HVAC Replacement and Code Improvements	
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Total	\$371,270
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\* Does not include funding in Planning and Design account to complete future design of revitalization project.

**BUILDING BACKGROUND:**

The NMNH building opened to the public in 1910. The East and West Wings were added in the early 1960s. Two infill buildings were constructed in the original building's East and West courtyards in the late 1990s. The gross interior square footage of the building is approximately 1.5 million square feet. The building includes 300,000 square feet of public museum space, with collections, laboratory, office, and building services spaces filling the remainder. NMNH is one of the most visited museums in the world and typically hosts nearly eight million visitors annually.

**PROJECT JUSTIFICATION:**

The building's mechanical and electrical systems were installed in the early 1960s. At 50 years of age, they are in need of major replacement. Breakdowns of the mechanical systems are frequent, repair parts are often difficult to procure, and the system does not provide the environmental air quality necessary for visitors or collections. The reliability of the electrical system is compromised by the deteriorated condition of the building's three main electrical switchgears, and the antiquated distribution system poses a safety hazard. In addition, main stairwells and auditorium exit corridors are dark, violating building codes, and are insufficiently served by smoke-evacuation fans. Many of the building elevators constantly break down, occasionally trapping staff and visitors. Asbestos-laden pipes in the utility tunnels are a potential health hazard and hamper proper maintenance and response to utility failures. The windows in the original portion of the building are deteriorated and do not comply with current security standards.

**PROJECT DESCRIPTION:**

Based on the master implementation plan completed in 1987, and revised in 2006, the Institution is struggling to complete a comprehensive renovation program in the NMNH building, which will replace the HVAC equipment, ductwork, electrical equipment and wiring, piping systems, and windows of the main building. Asbestos and lead will be abated or encapsulated; the fire-protection, communications, alarm, and emergency power systems will be upgraded; and storm-water systems and a hazardous-chemical control facility will be installed.

The Institution requests \$17.5 million in FY 2013 to continue the renovation. Specific work will include: continuing replacement of the main building windows (\$1.0 million); completion of HVAC renovations in the southeast section of the main building's ground floor and mezzanine (\$9.1 million); the start of renovations in the East Wing basement and ground floor (\$3.9 million); replacement of the East and West Wing roofs (\$2.5 million); and renovation of the central HVAC chiller (\$1 million).

#### **PROGRESS TO DATE:**

Recent progress includes HVAC renovations of the West Wing basement, the southwest portion of the third floor of the main building, the East Court Basement, ground, and first floor, as well as replacement of the emergency generator, and the installation of perimeter security on the south and west sides of the building. Work continues on renovating six of the building's elevators, the HVAC renovation of the ground and first floor of the West Wing, renovations to the Court Air Towers (Air Towers Phase II), and modernization of electronic security in the collections areas. During FY 2011, work began on replacement of the doors in the North Lobby, improvements to the chiller plant, and renovation of the HVAC system in the main building's northeast and northwest ground floor. Design work was completed for the West Wing second floor and Exhibition Hall 26. Additionally, a feasibility report was completed for Halls 2–6 (Dinosaur exhibit halls), and an initial study on fall protection was undertaken. The updated space and master plans are complete and will form the basis for sequencing future infrastructure renovations.

#### **IMPACT OF DELAY:**

If funding is delayed, building systems will continue to deteriorate and environmental conditions required for the Museum's collections and the visiting public cannot be maintained. In addition, the Museum's exhibit re-installation program would not proceed according to the planned schedule, causing the continued closure of several important exhibition areas to the public.

**PROJECT TITLE:** Repair Structural Systems and North Road Retaining Wall, General Services Building (GSB)

**INSTALLATION:** National Zoological Park (NZP), Rock Creek Park

**LOCATION:** Washington, DC

FY 2013 COST ESTIMATE (Thousands of Dollars): \$10,600

PRIOR-YEAR CONSTRUCTION FUNDING: \$7,457

(Design funding not shown)

FUTURE CONSTRUCTION FUNDING (FY 2014+): \$12,900

Total \$30,957

**PROJECT JUSTIFICATION:**

The General Services Building (GSB) houses numerous critical functions at the NZP, including the animal nutrition commissary, maintenance and repair shops, and offices for safety, horticulture, exhibits, project management, engineering design and space for construction staff, as well as parking for staff and visitors. Recent studies identified critical structural deficiencies that are responsible for cracks in the foundation walls that are allowing water into the commissary, which was cited by the USDA in November 2005 as a deficiency requiring immediate attention. If the structural deficiencies are not repaired, they will cause structural failure and localized collapse.

**PROJECT DESCRIPTION:**

This project will strengthen and repair structural deficiencies (e.g., cracked concrete, deteriorated steel reinforcement and degraded tie-back tension rods) in the GSB and in the retaining wall that supports the North Road, the major public and private route through the Zoo. These extremely complex and disruptive repairs include the installation of structural shear walls and mezzanines for lateral stability, reinforcement of columns, underpinning of a portion of the foundation wall, and waterproofing. In order to accomplish this, the GSB functions and occupants must be relocated during the course of a phased construction period. The planned fire-protection and life-safety upgrades that were previously identified as a separate effort are now incorporated into this structural renovation to minimize impact on the functionality of critical services. Prior-year funding was used to address the most immediately essential repairs to the GSB. During the course of design in 2008–2009, the Institution re-evaluated programmatic uses of the GSB with the view that all functions except the Commissary would need to be relocated during the construction period. Nearly all functions will be relocated temporarily into swing space for the duration of the phased construction. However, it was determined that the Vehicle Maintenance Branch, which services all Smithsonian vehicles, and currently resides in the GSB, would best serve the Institution by being permanently relocated to Suitland, Maryland. For FY 2013, the Institution requests \$10.6 million to continue the work on the GSB structural renovation and retaining wall reconstruction.

**PROGRESS TO DATE:**

Repairs addressing the most immediate areas of structural concern in the GSB were completed early in 2009. Temporary repairs to the wood lagging on the existing

retaining wall were completed in 2010. Design for comprehensive structural stabilization, fire-protection, and life-safety upgrades of the GSB is substantially complete. Design of the permanent retaining wall reconstruction, including a supplemental environmental assessment, is under way. Construction of the Vehicle Maintenance Branch facility in Suitland is substantially complete and will be occupied and operational in September 2011. In FY 2012, the Institution expects to award preparatory and swing space contracts for the GSB and retaining wall projects.

**IMPACT OF DELAY:**

Delay of the project will risk structural failure in the building and injury to staff or visitors. Deterioration of the building and retaining wall will accelerate, the amount of intervention needed to correct the problems will increase, and the costs will escalate. Until the work is completed, the NZP will not be able to comply with the USDA requirement to stop water infiltration into the Commissary.

**PROJECT TITLE:** Upgrade Life-Safety and Infrastructure Systems  
**INSTALLATION:** National Zoological Park (NZP), Rock Creek and Front Royal  
**LOCATIONS:** Washington, DC and Front Royal, Virginia

<u>FY 2013 COST ESTIMATE (Thousands of Dollars):</u>	\$6,450
<u>PRIOR-YEAR FUNDING:</u>	\$27,658
<u>FUTURE-YEAR FUNDING (FY 2014+):</u> (projection based on master plan)	<u>\$18,200</u>
Total	\$52,308

**PROJECT JUSTIFICATION:**

Much of NZP's current utility, safety, and fire-protection infrastructure is obsolete and failing, and does not meet the needs of the National Zoo to protect and support the safety of animals, staff, and visitors. Correcting deficiencies in water and electrical service mains and distribution is crucial to provide critical fire-suppression systems in many of the unprotected areas of the Zoo, and to supply adequate water for the animals. Improving perimeter containment fencing is necessary to meet American Zoo and Aquarium Association (AZA) standards as protection against animal escapes and unwanted intrusions into the animal holding areas.

**PROJECT DESCRIPTION:**

The Institution requests \$6.45 million in FY 2013 to install critical fire-protection and life-safety systems at both the Rock Creek Park and Front Royal, Virginia facilities, including utility upgrades and upgrades to water, sewage, and storm-water management; power distribution system upgrades; correction of containment and structural deficiencies; and installation of smoke-evacuation equipment in areas where animals are kept.

**PROGRESS TO DATE:**

The Institution uses a master plan to coordinate work at its Rock Creek Park and Front Royal locations by developing and implementing projects in priority order to address its infrastructure needs. Through FY 2011, many critical infrastructure and fire-protection projects have been completed with federal funding, including funds from the American Reinvestment and Recovery Act. Projects include: replacement of the medium-voltage electrical distribution system; new ductbank conduits, feeders, switches and transformers; replacement of the fire-protection water supply from the Adams Mill gate to the Great Ape House (phases 1 and 2 of the utility master plan); installation/replacement of fire hydrants; upgrades to the fire-alarm, smoke-detection, and fire-suppression systems throughout all animal facilities; and installation of and/or upgrades to central fire alarm-monitoring system and fire protection for several facilities at NZP-Front Royal. In FY 2012, work will begin on the perimeter animal containment fence for the Zoo's Rock Creek property. Design continues for smoke-evacuation systems in animal facilities, phased implementation of fire protection is under way for remaining Front Royal facilities, and the Zoo will continue implementing of the utility master plans for both the Rock Creek and Front Royal facilities.

**IMPACT OF DELAY:**

A delay in completing this work would endanger the animals, visitors, and staff, and would hamper the care and safety of the live animal collections.

**PROJECT TITLE:** Construct Police Station  
**INSTALLATION:** National Zoological Park (NZP)  
**LOCATION:** Front Royal, Virginia

FY 2013 COST ESTIMATE (Thousands of Dollars): \$1,000

Total \$1,000

**PROJECT JUSTIFICATION:**

Discovering and understanding biological diversity and advancing scientific solutions for conserving wildlife cannot be achieved without significant creative collaboration. Toward that end, the Institution and George Mason University (GMU) signed a Memorandum of Agreement (MOA) in October 2008 to establish a collaborative education program in global conservation studies. The program is to be housed in new and renovated facilities at the Smithsonian Conservation Biology Institute (SCBI) in Front Royal, Virginia which are currently under construction and scheduled to open in the fall of 2012. Collaborative partnerships between the NZP and other organizations, such as SIGEO and the NSF-sponsored NEON initiative will also be headquartered at SCBI in Front Royal. The increase in on-site population, including up to 120 undergraduate and professional participants in residence, and teams of visiting scientists, requires adequate on-site protection services.

**PROJECT DESCRIPTION:**

The Institution requests \$1.0 million in FY 2013 for a new security facility near the main entrance to the Front Royal property, upgrades to the automated gates, and security camera capability.

**PROGRESS TO DATE:**

Planning and design began in 2010 and construction documents will be complete by mid-2012.

**IMPACT OF DELAY:**

If the project is not funded, the safety of students, researchers, staff, and animals at SCBI will be at risk due to an undersized security presence and inadequate security controls. In addition, because of the rural location of SCBI in Front Royal, other law-enforcement agencies would not be readily available to help provide security assistance in a timely manner, if called.

**PROJECT TITLE:** Renovate Mathias Laboratory/Replace Trailers  
**INSTALLATION:** Smithsonian Environmental Research Center (SERC)  
**LOCATION:** Edgewater, Maryland

<u>FY 2013 COST ESTIMATE (Thousands of Dollars):</u>	\$15,110
<u>PRIOR-YEAR FUNDING:</u>	<u>\$25,500</u>
Total	\$40,610

#### BACKGROUND:

SERC conducts long-term research addressing such issues as global climate change, the effects of nutrients/chemicals passing through our landscapes, maintenance of productive fisheries, changes to our environment from biological invaders, and protection of fragile wetlands and woodlands. SERC is situated on an approximately 2,650-acre site along the Rhode River on the shore of the Chesapeake Bay. The Center's laboratories are housed in the Mathias Lab and a series of dilapidated temporary trailers. The Mathias Lab itself is a converted dairy barn that has been modified in several phases over the years — the oldest portion of the building dates from 1935.

#### PROJECT JUSTIFICATION:

SERC needs to reconfigure existing laboratory and support space to achieve an integrated solution to three critical problems revealed by an analysis of the facility. First, SERC must eliminate the use of decrepit and unsafe trailers that provide 25 percent of the organization's laboratory space and 65 percent of its office space. Second, substandard laboratory and support space must be upgraded to eliminate unsafe conditions and improve operating efficiencies. Third, energy and maintenance inefficiencies must be eliminated to control operating costs.

#### PROJECT DESCRIPTION:

This project will replace all on-site temporary trailers with a 62,000-square-foot laboratory and support facility, and renovate the existing Mathias Laboratory to achieve code-compliant laboratory and support space. The fully integrated 90,300-square-foot facility will incorporate sustainable technologies and building methods to achieve improved functional relationships and reduced energy and maintenance costs. The Institution requests \$15.11 million in FY 2013 to continue construction.

#### PROGRESS TO DATE:

The Smithsonian awarded a design contract in March 2009 and 100 percent of the design was completed in October 2010. A construction contract was awarded in April 2011, with a sustainability goal of LEED Gold rating.

#### IMPACT OF DELAY:

A delay in integrating SERC's laboratory and support space would increase the risks associated with use of the deteriorating trailers and delay the realization of energy and maintenance cost savings generated by this project.

**PROJECT TITLE:** Construct Collections Storage Swing Space  
**INSTALLATION:** Museum Support Center (Suitland)  
**LOCATION:** Suitland, Maryland

<u>FY 2013 COST ESTIMATE (Thousands of Dollars):</u>	\$4,000
<u>FUTURE-YEAR FUNDING (FYs 2014+):</u>	<u>\$8,000</u>
Total	\$12,000

**BACKGROUND:**

An exhaustive evaluation of the Smithsonian's collections storage space has identified the Suitland Support Facility at MSC, specifically the Garber collections storage site, as having almost half of the Smithsonian's below acceptable collections space. Much of the more than 230,000 square feet of space is either not up to code requirements for structural support or is compromised by hazardous materials in and around the collections.

**PROJECT JUSTIFICATION:**

Buildings 15, 16 and 18 contain asbestos and/or lead, and the collections therein have been contaminated. Encapsulation and containment fields of heavy polyethylene sheeting, which are more than ten years old, are also beginning to fail, further contaminating the collections. The August 2011 earthquake and hurricane exacerbated this problem by causing the sheeting to split in many locations. Only a few highly trained and qualified Smithsonian staff, properly outfitted in full hazmat suits with respirators, are permitted in the buildings. Otherwise, they are closed and locked, and the collections within the three buildings are not available for research, exhibition, display, or loan, and are off limits to academia and the public. In addition to hazmat concerns, the structural designs of the buildings have been evaluated and found to be structurally inadequate to withstand current code-required combination wind and snow loads. This project will provide swing space, permitting cleanup and temporary storage of collections, and allow for remediation and removal of the contaminated facilities.

**PROJECT DESCRIPTION:**

The first phase is to create swing space to store cleaned collection items, by building a temporary, pre-manufactured 20,000-square-foot building on the adjacent concrete pad of recently removed Building 21. The Smithsonian will also lease 20,000 square feet of off-site collections storage space. The next step will be to build a decontamination chamber within Building 15, and begin the process of decontaminating the collections. This labor-intensive process includes accounting and inventory assessments, stabilizing the collection, and moving cleaned collections into the new temporary swing space at Garber. This swing space will serve as the area for emergency conservation and treatment, packing and crating, and will be the new shipping and receiving hub for Garber. The collections will then be shipped to the leased space for short-term storage. Upon completion of the removal of its contents, Building 15 will be demolished. Phase II and Phase III will repeat this process for Buildings 16 and 18. For FY 2013, the Smithsonian requests \$4 million to begin the first phase of this project.

## PROGRESS TO DATE:

This project is part of the larger Garber redevelopment master plan that was revised most recently in 2005. Additional work to implement the master plan cannot proceed until the swing space is provided.

## IMPACT OF DELAY:

Temporary fixes and “Band-Aids” to these three buildings, which were originally constructed as 10–15 year temporary buildings in the 1950s, continue to be applied to these collections spaces. The temporary fixes are holding the facilities stable, but to be prudent stewards of the National collections, action must be taken to protect, preserve and provide access to these trapped collections before the facilities are further contaminated or the structures collapse and potentially spread hazmat contamination in the surrounding area. Aside from the risk to the public that this situation presents, the Smithsonian cannot proceed with the remainder of the master plan improvements at the Garber and Suitland facilities without this first phase being initiated.

**PROJECT TITLE:** Gamboa Development: Replace Laboratory Facilities  
**INSTALLATION:** Smithsonian Tropical Research Institute (STRI)  
**LOCATION:** Panama

**FY 2013 COST ESTIMATE (Thousands of Dollars):**

Replace Laboratory Facilities	\$7,000
<b><u>PRIOR-YEAR FUNDING:</u></b>	<b><u>\$13,368</u></b>
Total	\$20,368

**BACKGROUND:**

STRI is the principal U.S. organization devoted to research in tropical biology. Both scientific and human welfare depend on a continuing commitment to research in tropical biology for such things as finding untapped tropical resources to add to the important supply of food, pharmaceuticals, and fiber already supplied from the tropics, and to develop a better understanding of how to avoid further ecological catastrophes such as drought, starvation, and flooding caused by deforestation and overpopulation of tropical regions.

STRI recently used trust funds to purchase 18 acres (formerly leased) from the Republic of Panama at a location in Gamboa. STRI also has custodianship of 156 acres of adjacent forest. Gamboa is the central location of STRI's terrestrial research and the departure point for the ferry ride to Barro Colorado Island (BCI) Nature Monument, another key research site over which STRI maintains custodianship. Gamboa is a unique location in that it is protected by geography from encroachment of civilization and pollution, and is adjacent to the 55,000-acre Soberania National Park, considered the most accessible moist forest in Central America and northern South America, where habitats and species are found that are not present at BCI. The availability of space, natural light, and the relative absence of air pollution have dramatically benefited STRI's experimental plant research program. This program and others like it are critical to understanding the role that tropical plants and soils play in global climate change models, and for enriching our knowledge of tropical biodiversity.

**PROJECT JUSTIFICATION:**

Future development at Gamboa will be further defined as part of the overall master plan for STRI, which is currently being updated. A key element of the plan will be to consolidate the Terrestrial Tropical Science program, from its current urban location to Gamboa, to take advantage of the excellent research conditions and more direct access to research sites. The research staff, currently located at three sites and in four different buildings, will be relocated to the Gamboa campus. STRI administrative staff, currently located in three buildings, will be relocated to the Tupper Center at the edge of Panama City, which will permit STRI to demolish or transfer approximately 48,000 square feet of old, expensive-to-maintain buildings in Panama City. This major consolidation will lead to an immediate improvement in administrative efficiency and will establish a critical mass of researchers in a single location, permitting improved flow of ideas and major equipment sharing, as well as shortening the distance to research sites.

## PROJECT DESCRIPTION:

Anticipating the results of the master plan, the next step in developing the Gamboa site is the replacement of the Santa Cruz School to provide critical laboratory space for Terrestrial Tropical Science. The building has been unoccupied — and unoccupiable — for many years. A structural assessment determined that it would be more cost effective to replace the old facility with a comparably sized building made of concrete and/or steel, with low-maintenance, pest-free materials that meet the full requirements for use as a laboratory building. The Institution plans to replace the space in the Santa Cruz School, as well as the space in other buildings in Gamboa and Panama City that STRI must return to the Republic of Panama, with a new building of approximately 40,000 square feet. The new building will be slightly larger than the current space to accommodate the latest building codes and provide sufficient space for mechanical equipment. In addition to the building itself, the basic utilities infrastructure will need to be upgraded to support the building and future development of the site. Specific requirements include upgrading the potable water, storage and wastewater systems; securing the perimeter; installing a backup generator and transformer; creating parking spaces and a driveway; and improving the site drainage system.

For FY 2013, the Institution requests \$7 million to complete the schoolhouse replacement for use as laboratory space, which includes the upgrade of site utilities and infrastructure. The Smithsonian will request future funding for additional site development at Gamboa, as defined by the master plan.

## PROGRESS TO DATE:

The design firm was selected in September 2009, and 100 percent of the design work and construction documents was completed in August 2011. The pre-construction phase has been completed and construction is scheduled to begin in early FY 2012.

## IMPACT OF DELAY:

A further delay in developing the Gamboa site would hamper STRI's ability to consolidate terrestrial operations at Gamboa, with a resulting loss of research synergy and operational efficiency.

## Other Revitalization Projects

**PROJECT TITLE:** Modernize Electronic Security

**INSTALLATION:** Cooper-Hewitt, National Design Museum (CHNDM)

**LOCATION:** New York, New York

FY 2013 COST ESTIMATE (Thousands of Dollars): \$2,000

**PROJECT DESCRIPTION:** The existing security systems and features at the facility do not meet security standards and operational requirements. Additionally, much of the existing security communication wiring is run through emergency stairwells and is not consistent with safety standards, nor can the security needs of the Museum be met for special exhibits. To correct these deficiencies, this project will replace the existing security system from the control room to field security devices. Also, the Museum has two intercom systems that provide communications to various locations within the facility, including area rescue stations located in the west stairwell. The systems function intermittently and will be replaced by a single system that can be integrated with newly modernized security and CCTV systems.

**PROJECT TITLE:** Blast Mitigation

**INSTALLATION:** Cooper-Hewitt, National Design Museum (CHNDM)

**LOCATION:** New York, New York

FY 2013 COST ESTIMATE (Thousands of Dollars): \$1,000

**PROJECT DESCRIPTION:** Based on the *Cooper-Hewitt, National Design Museum Window Vulnerability Assessment* report dated May 2005, the Smithsonian determined the Museum's existing window system required upgrades to reduce potential hazards to occupants and meet performance requirements for blast protection. This project will upgrade the windows to meet that goal and also provide improved energy efficiency, thereby helping the Museum cut its utility costs. The design is now complete and ready for construction in FY 2013.

**PROJECT TITLE:** Renovate Elevators

**INSTALLATION:** National Air and Space Museum (NASM)

**LOCATION:** Washington, DC

FY 2013 COST ESTIMATE (Thousands of Dollars): \$1,200

**PROJECT DESCRIPTION:** NASM has seven elevators that have exceeded their useful life expectancy many times over and are repeatedly out of service for maintenance and repairs. Three elevators are scheduled for renovation in FY 2011 and FY 2012, and two more will be renovated with the requested FY 2013 funding. The renovation, including safety upgrades, will provide new motors, cables, chains, pulleys, controllers, guards, and stops.

**PROJECT TITLE:** Replace Switchgear  
**INSTALLATION:** National Museum of American History (NMAH)  
**LOCATION:** Washington, DC

FY 2013 COST ESTIMATE (Thousands of Dollars): \$900

**PROJECT DESCRIPTION:** Currently, substations 1, 3, 7, and 8 do not meet the National Electrical Code (NEC). The NEC requires that switchgear protective devices, such as circuit breakers and relays, be able to withstand the current amperage that they will experience in the event of an electrical fault. The requested funds will be used to replace the switchgear devices.

**PROJECT TITLE:** Upgrade Perimeter Gates/Controls  
**INSTALLATION:** National Zoological Park (NZP) — Rock Creek  
**LOCATION:** Washington, DC

FY 2013 COST ESTIMATE (Thousands of Dollars): \$1,100

**PROJECT DESCRIPTION:** As part of an accreditation inspection, the American Zoo and Aquarium Association (AZA) noted that the NZP lacked a full perimeter enclosure as required by USDA and AZA codes. As part of this requirement, gates must close automatically during an animal release. The design is complete for the fence and gates that provide the ability to open and close the perimeter remotely while maintaining access for staff. The work will be completed in FY 2013.

**PROJECT TITLE:** Repair Leaks and Replace Snow Melts  
**INSTALLATION:** Quadrangle  
**LOCATION:** Washington, DC

FY 2013 COST ESTIMATE (Thousands of Dollars): \$850

**PROJECT DESCRIPTION:** The snowmelt system at the Quadrangle loading dock ramp is more than 20 years old and cannot be maintained. In addition, the concrete top slab of the ramp has deteriorated and allows water to seep into the first level of the underground building. The project will replace the existing snowmelt system and top slab, and install a trench floor drain to ensure that snow and ice are properly cleared and all precipitation drained away from the building. Design will be completed during FY 2012.

**PROJECT TITLE:** Install Heated Road System  
**INSTALLATION:** Smithsonian Astrophysical Observatory (SAO)  
**LOCATION:** Arizona

FY 2013 COST ESTIMATE (Thousands of Dollars): \$800

**PROJECT DESCRIPTION:** Located on Mt. Hopkins, at an elevation of nearly 8,600 feet, the Smithsonian's Fred L. Whipple Observatory is accessed via a single, steep, twisting road. When ice accumulates, the road becomes a treacherous safety hazard. This project will install a heated road system to alleviate the icing and improve accessibility.

**PROJECT TITLE:** Panama Canal Expansion Mitigation  
**INSTALLATION:** Smithsonian Tropical Research Institute (STRI)  
**LOCATION:** Panama

FY 2013 COST ESTIMATE (Thousands of Dollars): \$2,300

**PROJECT DESCRIPTION:** The Panama Canal Authority, through its modernization program, will raise the elevation of Gatun Lake by the year 2014, when the installation of a new set of locks will be completed. The increased water level will be higher than the piers and the buildings near the current shorelines at several Smithsonian locations, such as Barro Colorado Island (Maintenance Building, Game Warden Office and Concrete Pier), Gigante (Pier and Generator Room), and Gamboa at the (Concrete Pier). STRI infrastructure will be raised approximately 0.80 meters.

**PROJECT TITLE:** Construction Supervision and Administration  
**INSTALLATION:** Multiple Locations  
**LOCATION:** Institution-wide

FY 2013 COST ESTIMATE (Thousands of Dollars): \$5,750

PRIOR-YEAR FUNDING (FY 2012): \$5,750

FUTURE-YEAR FUNDING (FY 2014): \$6,200

**PROJECT DESCRIPTION:** This request includes staff costs for permanent cost-estimating staff, the construction management staff required to supervise and administer construction contracts, as well as term and temporary staff required to perform specialized work associated with revitalization projects. A total of 48 FTEs will be funded from the \$5.58 million. The construction managers directly supervise construction contractors to ensure that quality work is performed safely. In addition, they resolve issues that arise during construction, negotiate change orders, approve payments, and perform other administrative functions as contracting officer's technical representatives (COTRs). These necessary "owner functions" are critical to ensure that quality work is completed safely, on time, and within budget.

This request also funds five contract specialists who support all aspects of the procurement process for acquiring the necessary contract services to execute the Capital Program. These five positions provide essential expertise to ensure the timely award of planning, design, and construction contracts for the Capital Program.

## **FACILITIES PLANNING AND DESIGN**

Feasibility studies, needs assessments, and design for capital projects are required before site work can take place. This category includes all costs for contract facility master planning, preliminary and final design for all revitalization and construction projects, special studies, and a small amount for facility engineering, capital leveraging, and research activities, similar to operations at the Department of Defense and the National Aeronautics and Space Administration (NASA). The funding will enable development of project baselines, including costs, scope, and schedules, prior to receiving funds to perform the work.

In order to plan and design ahead of Capital Program execution, funding of 10 to 15 percent of the following year's program is required each year. The funding requested for FY 2013 will provide necessary planning and design to the 35 percent stage for most projects included in the planned FY 2015 program, and will complete design for projects planned for FY 2014. This will move the Institution closer to meeting the National Academy of Public Administration's (NAPA) recommendation that firm baselines be established before funding requests to provide more accurate cost estimates and to enable timely award of construction contracts upon receipt of future-year funding.

The Institution requests a total of \$17,950,000 for planning and design in FY 2013. These funds will be used to design several major revitalization projects at the National Air and Space Museum (\$3.75 million), the National Museum of Natural History (\$2.5 million), the National Zoological Park (\$3.0 million), the Smithsonian Castle (\$1.4 million), the Renwick Gallery (\$1.0 million), and the Hirshhorn Museum and Sculpture Garden (\$1.0 million). The request also includes funding to prepare designs for numerous smaller revitalization projects and master planning (\$5.3 million). This budget request will also enable the Smithsonian to prepare comprehensive master planning studies to guide future facilities decisions, and other studies to ensure more effective use of existing space.

If these essential resources are not provided, the Institution will be unable to proceed with vital planning and design activities to ensure the successful execution of the Smithsonian's long-range Capital Program.

## **CONSTRUCTION PROJECTS**

**PROJECT TITLE:** Plan, Design, and Construct the National Museum of African American History and Culture  
**INSTALLATION:** National Museum of African American History and Culture  
**LOCATION:** Washington, DC

### **BUILDING BACKGROUND:**

The National Museum of African American History and Culture Act, signed by President George W. Bush on December 19, 2003, established the newest museum within the Smithsonian Institution.

### **PROJECT JUSTIFICATION:**

The purpose of the proposed action is to fulfill the mandate of the National Museum of African American History and Culture Act (NMAAHC Act), P.L. 108–184, enacted by the Congress on December 16, 2003. The law directs that the new Museum provide for the collection, study, and establishment of programs relating to African American life, art, history, and culture. To that end, the Museum will create and maintain permanent and temporary exhibits documenting the history of African American life during the periods of slavery, Reconstruction, the Harlem Renaissance, the civil rights movement, and other periods of the African American diaspora. The Museum will also provide for the collection and study of artifacts and documents relating to African American life, and foster collaboration with other museums, historically black colleges and universities, and other organizations to promote the study and appreciation of African American life and its impact on the nation and its entire people.

Section 2 of the NMAAHC Act outlines the findings of Congress as to why such a museum was needed. The findings of Congress were based in large part on the conclusions of the Presidential Commission, known as the NMAAHC Plan for Action Presidential Commission, in its 2003 study, *The Time Has Come: Report to the President and Congress*. This Presidential Commission stated that:

“... the time has come to establish the National Museum of African American History and Culture because the museum is important not only for African Americans but for all Americans. It is the only institution that can provide a national meeting place for all Americans to learn about the history and culture of African Americans and their contributions to and relationship with every aspect of our national life. Further, the museum is the only national venue that can respond to the interests and needs of diverse racial constituencies who share a common commitment to a full and accurate telling of our country’s past as we prepare for our country’s future. And, even more importantly, it is the only national venue that can serve as an educational healing space to further racial reconciliation.”

### **PROJECT DESCRIPTION:**

The Museum will be built on a five-acre site, located on the National Mall near the Washington Monument. The site is bounded by Constitution Avenue and Madison Drive, between 14th and 15th Streets, NW. This prominent site has westerly panoramic

views, sweeping from the White House grounds on the northwest to the Jefferson Memorial on the southwest. The National Mall and the Washington Monument are both listed on the National Register of Historic Places. For FY 2013, the Smithsonian request \$85 million to complete construction of this congressionally mandated Museum.

#### PROGRESS TO DATE:

The Smithsonian Board of Regents selected the Monument site for the new Museum building in January 2006. Transfer of the site from the National Park Service to the Smithsonian was completed in June 2007. The Cultural Resources Report (Section 106) and the "Tier 1" environmental impact statement (EIS) have been completed and pre-design services for "Master Facilities Programming" (Architectural Programming/Exhibitions Master Planning) were completed in October 2008. A design competition involving six invited architect-engineer (A/E) teams culminated in April 2009 with the selection of Freelon Adjaye Bond/SmithGroup as the A/E team for the Museum design. The Institution awarded an A/E design contract in early FY 2010 and the design has progressed through the schematic design. Historic preservation consultations have continued and culminated in a "programmatic agreement" that specifies mitigation actions. The final environmental impact statement ("Tier 2") was issued to the EPA for publication in August 2011. Submissions for preliminary approval will be made in late September to both the National Capital Planning Commission and the Commission of Fine Arts. The construction management contractor has been selected and awarded pre-construction services, and the first construction package for site preparation and utilities is expected to be awarded by late fall. The exhibit designer has been working since winter 2011 and is expected to deliver a concept design in October.

#### IMPACT OF DELAY:

The Museum is scheduled to open in late 2015 (FY 2016) to coincide with the 150th anniversary of the end of the Civil War; the 150th anniversary of the 13th Amendment, which ended slavery in America; and the 50th anniversary of the Voting Rights Act. A delay in funding would impede the construction process. This would introduce schedule delays and result in probable increases to the overall estimated project costs.







## FY 2013 GUIDANCE-LEVEL BUDGET

**Background.** OMB Memorandum M-11-30 requires agencies to submit a budget request 5 percent below the FY 2011 enacted appropriation. Under this reduction scenario, the Institution is assuming that the Administration will continue the freeze on federal employee pay raises. As the following chart shows, the Smithsonian's 5 percent reduction from the FY 2011 enacted level, less the amount for the National Museum of African American History and Culture (NMAAHC) Facilities Capital account, is approximately **\$37 million**.

\$000s	FY 2011 Enacted	FY 2012 Request	5% Decrease from FY 2011	FY 2013 Guidance
<b>Salaries &amp; Expenses</b>	634,889	636,530		
<b>Facilities Capital (Less NMAAHC)</b>	104,750	100,000		
<b>Subtotal</b>	<b>739,639</b>	<b>736,530</b>	<b>-37,000</b>	<b>702,639</b>
<b>NMAAHC (S&amp;E)</b>				14,019
<b>NMAAHC (Facilities Capital)</b>	20,000	125,000	0	85,000
<b>TOTAL</b>	<b>759,639</b>	<b>861,530</b>	<b>-37,000</b>	<b>801,658</b>

The Institution cannot absorb these costs and continue to support the basic mission with which it has been entrusted. Because the Smithsonian's budget is largely spent on salaries and benefits (more than 90 percent at many museums), most of the reductions would have to be accomplished by abolishing 126 positions, with associated severance costs, thus creating years of unnecessary personnel management turmoil.

The Smithsonian is also in a unique position with respect to its FY 2013 budget. The National Museum of African American History and Culture (NMAAHC) requires significant resources to keep it on schedule for a 2015 opening. This high national and institutional priority cannot be accomplished with such constrained FY 2013 funding levels. The Smithsonian has consistently held that it would be honored to assist the nation in managing and operating the NMAAHC, but to do so would require that sufficient Salaries and Expenses and Facilities Capital funds be added to the Institution's base funding levels.

The Smithsonian is entering an exciting and challenging time in its history. We have a Strategic Plan that highlights four Grand Challenges: 1) Unlocking the Mysteries of the Universe; 2) Understanding and Sustaining a Biodiverse Planet; 3) Valuing World Cultures; and 4) Understanding the American Experience. This puts

a tremendous emphasis on broadening access to what the Institution can offer America and the world. We are launching a national campaign in the hope of greatly increasing the amount of private-sector money we raise. However, all of this depends on the sound base provided by federal funds, and the Smithsonian's ability to leverage appropriated dollars would be undermined by the much lower funding provided at the guidance level.

In addition, the guidance level would be a major blow to the progress we have made in fixing our facilities over the last decade. The guidance-reduction levels would force the Smithsonian to reduce a research department at the National Museum of Natural History, restrict public access to the National Zoo except during hours of operation, delay completion of a major telescope at the Smithsonian Astrophysical Observatory, and close the *Insect Zoo* and *African Voices* exhibits at the Natural History Museum. These are just a few examples of the damage that would be done at the reduced funding level.

If implemented, the guidance-level budget would also have a negative impact on the tens of millions of people who visit the Smithsonian, both in person and online, every year. Our ability to provide access to our collections, our exhibitions, and our public resources would be impaired by the level of reductions required. Ironically, this would happen at a time when we have seen an increase in visitation (up to 30 million) in the past several years. In the context of the current economic situation, the Smithsonian has great value for the American people. It is a resource open to all — whether in person or online — and provides the general public and the scholarly community with access to the historical treasures of America and the art and cultural wealth of the world. The following chart outlines the program reductions necessary to comply with the guidance level.

#### FY 2013 Federal Distribution of Reductions (\$ in Millions)

Categories	Reduction
Research	-2.6
Public Programs	-3.2
Information Technology	-1.6
Collections Management	-1.0
Management Operations	-3.2
Facilities Maintenance/Operations	-10.4
Facilities Capital	-15.0
Total	-37.0

#### GUIDANCE-LEVEL REDUCTIONS

A budget reduction of this magnitude would severely reduce the quality of the visitor experience, as well as our world renowned research, and compromise the Smithsonian's reputation as the world's leading museum complex. The Smithsonian could only achieve these reductions by making significant cuts in critical programs, which would reduce base funding and also result in more than 100 personnel reductions throughout the Institution.

These reductions would exacerbate the base erosion of the Institution's intellectual capital: its staff of curators, scientists, historians, and collections stewards. The reduction will necessitate severe staff reductions because all Smithsonian unit operating budgets are almost totally consumed by salaries and benefits costs. For example, the most visited museums in the world currently, on average, spend more than 90 percent of their annual Federal funding on salaries and benefits. Reductions of the magnitude being requested would have an immediate effect on the Institution's ability to do research and describe that research in exhibitions and publications, and on its ability to protect and preserve its collections — our national heritage — properly for future generations. The following chart lists the largest museums and research centers, and shows the percentage of salaries and benefits costs in their respective budgets.

<b>Federal S&amp;E Two Year Funds (\$s)</b>	<b>FY 2011 Budget</b>	<b>Salaries and Benefits</b>	<b>Other Costs</b>	<b>% of Salary to Total</b>
National Air and Space Museum	18,059,000	17,548,073	510,927	97%
National Museum of American History	21,529,000	20,308,323	1,220,677	94%
National Museum of Natural History	45,762,286	41,290,672	4,471,614	90%
National Museum of the American Indian	32,300,200	26,268,681	6,031,519	81%
National Portrait Gallery	5,701,000	5,535,109	165,891	97%
Smithsonian American Art Museum	9,325,000	8,659,453	665,547	93%
Smithsonian Environmental Research Center	3,885,000	3,721,779	163,221	96%
National Zoological Park	23,353,486	21,468,355	1,885,131	92%

A failure to properly fund the Smithsonian's Salaries and Expenses account would result in the continued loss of talented and dedicated employees. This reduction would exacerbate the continued erosion of the workforce that has, but for staff in new museums, already shrunk by 17 percent since 1993.

This reduction level would necessitate the following actions.

## **RESEARCH (-\$2,613,000)**

Without research, the Smithsonian's vast collections are of little educational, cultural, or scientific significance. The Smithsonian is poised to make significant contributions to the nation's research efforts by focusing on its unparalleled collections, building on its existing strengths, and concentrating on projects of national importance. However, this guidance-level reduction will severely impair the Institution's Strategic Plan.

Specific unit reductions and impacts include:

- *Reducing one research department and eliminating research programs at the National Museum of Natural History (-\$551K)*
- *Delaying the receiver upgrade and lab of the Submillimeter Telescope Array at the Smithsonian Astrophysical Observatory (-\$887K)*
- *Reducing critical research on our "living collections" at the National Zoo (-\$585K)*

- *Eliminating a scientist position in the Center for Earth and Planetary Studies research at the National Air and Space Museum (-\$198K)*
- *Reducing positions, publications, initiatives, and projects which would negatively impact research Institution-wide (-\$392K)*

**Impact:** These funding reductions will impair Smithsonian research across multiple disciplines and scale back research output, completion of research instrumentation, and planned collection acquisitions for research. The cuts to research will result in the loss of core competencies and have an immediate impact on collections (i.e., the loss of staff responsible for identifying the objects). Beyond their intrinsic value, the Institution's collections are valuable resources for establishing baselines against which the impact of national disasters (e.g., the Gulf of Mexico oil spill) can be measured. In addition, Smithsonian collections — and their stewards — assist federal agencies in identifying vectors of disease dissemination.

Targeted actions, such as plans to reduce a research department at the National Museum of Natural History, will result in losing nine experienced research and research support staff and a critical loss of competency. This loss will have great consequences on the Museum's long-term commitments to research and public service. Additional effects of reducing this research department are described in the "Collections Management" section of this budget summary. Also, a delay in completing the Submillimeter Telescope Array instrumentation will reduce the Institution's present advantage in the arena of highly competitive submillimeter astronomy research.

Reduced funding will also undermine support for research throughout the Institution, collectively weakening the Smithsonian's ability to deliver high-quality products and services, and making it more difficult to compete for outside funding. The cut to core research competencies will cripple the longitudinal research, for which the Smithsonian is noted, to evaluate environmental changes over time in coastal regions, which are key to understanding the effects of global change. In addition to impacting biological collections, the research cuts will hamper areas of scholarship and oversight of collections. Also, such reduced funding would impair the Smithsonian's capability to provide expertise and research assistance that supports other Federal agencies, such as DoD, FAA, and the FBI. At the very time when Smithsonian collections and scientists are providing the Government with excellent research services, the guidance-level would undermine the Institution's capability to continue its cost-effective support of federal priorities.

## **Public Programs (-\$3,202,000)**

As a steward and ambassador of cultural connections, the Smithsonian is in an exceptional position to engage people around the world and to bring Smithsonian exhibitions to a larger, nationwide and global audience. Through its research, collections, exhibitions, and outreach, the Smithsonian presents a wide range of cultural diversity. However, the proposed budget reductions would adversely affect the Institution's outreach mission.

Specifically, the reductions would include:

- *Closing the Insect Zoo and African Voices exhibits and eliminating many outreach/educational programs at the National Museum of Natural History (-\$537K)*
- *Restricting public access at the National Zoo except during hours of operation (-\$350K)*
- *Reducing several public programs and exhibition support at the National Museum of the American Indian (-\$921K)*
- *Reducing exhibit development and fabrication and ground-breaking activities at the National Museum of African American History and Culture (-\$465K)*
- *Eliminating a curatorial affairs position and reducing education/public programs at the National Air and Space Museum (-\$338K)*
- *Eliminating exhibition specialists and public programs staff who currently support the Tropical Research Institute; Freer/Sackler; American Art; Hirshhorn; and African Art museums (-\$591K)*

**Impact:** Outreach is a cornerstone of the Institution's goal to make the Smithsonian the nation's museum, a trusted source of knowledge in history, art, and science, and a resource for students, teachers, and the public. The Smithsonian's outreach programs span the United States, bringing traveling exhibitions, teacher training and school programs, and cultural events to thousands of people via the network of Smithsonian affiliations around the country. These initiatives bring the Smithsonian to citizens who may never be able to visit Washington, DC. They enhance local community life, introducing exhibits, educators, and scholars to cities and towns nationwide.

As in the case of research, collections accessibility is a hallmark of the Institution's public service and outreach efforts. The closure of permanent exhibits as well as planned temporary exhibits would diminish the Institution's ability to interpret scholarship and make it more relevant and accessible to the public. The absence or curtailment of exhibits would negatively impact the visitor experience. The effect of the specified closures is particularly notable where youth are concerned.

At a time when “broadening access” is a key goal of the Institution’s Strategic Plan, the reductions would hamper our ability to make collections and research fully accessible to the public. The National Museum of the American Indian (NMAI) would be particularly hard hit due reductions in public program and exhibition support. In addition, the elimination of exhibition specialists at the Freer/Sackler Gallery, American Art and Hirshhorn museums will result in fewer outreach programs and reductions in services to the public. At the National Museum of African American History and Culture, the reduction of exhibition development/fabrication programs and support for ground-breaking activities will hinder the Museum’s initiatives to broaden access to its collections and provide information to the public about this new museum. Teachers, students, and the general public rely on Web access to obtain information and deepen their knowledge of American history; online webinars and virtual field trips and access to other online resources have greatly enhanced understanding of the American experience, which is another key Smithsonian Strategic Plan goal. All of these important education initiatives would be put at risk under the guidance-level budget.

Reductions in exhibitions funding will affect both temporary exhibitions as well as the installation of permanent collections. Exhibitions are one of the most effective and time-honored ways we serve our visitors. Excellence in exhibitions can foster the desire to learn more about our world, its cultures, and its histories.

## INFORMATION TECHNOLOGY (-\$1,583,000)

The Information Technology (IT) program uses state-of-the-art, secure information systems to modernize financial, human resources, collections, education, and research processes.

Specific reductions include:

- *Significantly Reducing Desktop Replacements (-\$1,500,000)* — The IT office replaces desktop computers and scientific workstations based on an industry standard life cycle in order to sustain reliability and improve the security of information systems. The guidance-level reduction would significantly reduce this essential program.

**Impact:** The significant reduction of the desktop replacement program would result in accelerating, serious degradation of the Institution’s basic workstations and impact both scientific research and overall productivity. Eventually, the Institution would not be able to function due to non-availability of today’s most basic work tool — the PC. This reduction would be in addition to the decrease of \$500,000 from this program in the *FY 2012 Congressional Budget Request*.

- *Unit IT reductions (-\$83,000)* — The guidance-level budget would reduce the IT Help Desk contract support at the National Air and Space Museum.

**Impact:** This reduction would negatively impact IT support at the Museum's three locations and hinder the Museum's efforts to meet its objectives under the Smithsonian's Strategic Plan.

## COLLECTIONS MANAGEMENT (-\$1,046,000)

Strengthening collections stewardship is a high strategic priority to ensure the viability and accessibility of the Smithsonian's vast and diverse collections. The Collections Care Initiative provides essential resources to meet professional standards of collections care, address the highest priority collections management needs throughout the Institution, and ensure the longevity and availability of the National Collections. In FY 2010, the Smithsonian conducted an Institution-wide collections assessment adapted from a survey tool used by the National Museum of Natural History. The collections assessment addressed specific deficiencies and substandard aspects of collections care, and made recommendations to improve the care to an acceptable level. However, the guidance-level reductions would reverse the recent progress the Institution has made in this area. Specific unit reductions and impacts include:

- Reducing one department at the National Museum of Natural History (-\$500K)
- Reducing collections-related library materials and contractor support at the Smithsonian Institution Libraries (-\$315K)
- Reducing support to collecting units at the Museum Support Center (-\$187K)
- Reducing collections management support at the Air and Space Museum (-\$44K)

**Impact:** The guidance-level reduction to collections care will limit the Smithsonian's ability to comply with the Administration's stated priority "to ensure the appropriate stewardship and management of federal scientific collections which play a critical role in the nation's research infrastructure." Collections serve as the foundation of Smithsonian research, education, and outreach (including exhibitions). Improving the stewardship of collections is a key component of the Smithsonian's mission and a core priority of the Smithsonian's Strategic Plan. However, together with the proposed cuts in research, education, and outreach, the overall stewardship of collections would be adversely affected by the guidance-level reductions.

Specifically, the effects of the guidance-level reductions would include:

- Reducing a department in the National Museum of Natural History, resulting in the loss of five experienced personnel and the commensurate critical loss of competency that would adversely affect the management of some of the nation's most important collections (-\$500K)
- Reducing collections-related library materials, resulting in a serious downgrading of service to Smithsonian researchers (-\$315K)
- Terminating six temporary positions at the Museum Support Center which would significantly impact the move of collections to POD 3 (-\$187K)
- Reducing collections management support at the Air and Space Museum (-\$44K)

## **MANAGEMENT OPERATIONS (-\$3,165,000)**

An effective and efficient management operation is the key in providing the exemplary service needed to support the Smithsonian's mission. The guidance-level reduction will undermine administrative staff and support (e.g., travel, training, awards, supplies) Institution-wide.

**Impact:** The large reduction in administrative staff and support will severely impact virtually every museum and research center. The reduction in travel will definitely harm the research, collections, education, and outreach programs of the Institution. Much of the success of the Smithsonian involves face-to-face contact with researchers and other clients. The reduction in training and performance awards, and the freezing of promotions, will certainly have a negative impact on personnel morale, negate the opportunity to properly recognize and reward staff for outstanding performance, and run counter to the Office of Personnel Management guidance. This reduction will also reverse some of the progress we have made to improve the Institution's governance and internal controls.

## **FACILITIES MAINTENANCE AND OPERATIONS (-\$10,391,000)**

The facilities strategic plan objective is to operate, maintain, and ensure a safe, secure, and healthy physical environment for the public and workforce.

The Smithsonian has made steady progress over the last several years in the revitalization and maintenance of Smithsonian facilities. However, this budget reduction would fail to provide the Institution with adequate resources to continue these efforts and would be a step backward. The following chart summarizes the impact of the guidance-level reduction in funding for facilities operations and maintenance:

Program/Activity	Reduction
Facilities Maintenance	-\$7,200,000
Facilities Operations	-\$2,900,000
Unit Facilities	-\$291,000
<b>Total</b>	<b>-\$10,391,000</b>

- FACILITIES MAINTENANCE (-\$7,200,000)**

Program/Activity	Reduction (\$s)
Reduced maintenance contracts	-\$2,393,000
Reduced maintenance of security systems	-\$455,000
Elimination of maintenance and minor repair projects	-\$4,352,000
<b>Total</b>	<b>-\$7,200,000</b>

A guidance-level reduction of -\$7,200,000 (the equivalent of 46 jobs) in Facilities Maintenance will erode the Institution's ability to stop the deterioration of Smithsonian buildings and supporting infrastructure, forcing a "pay later" situation due

to increased near-term energy costs, increased long-term capital costs, and the increased potential for system failure. In addition, this false economy would result in the consequent risk of damage and loss of access to collections, increased danger of injuries to visitors and staff, and the likelihood that the Smithsonian would have to request more funding in the future.

The quality, effectiveness, and longevity of repairs will be further compromised by the need to stretch existing resources to meet overwhelming needs. The Smithsonian would delay all but the most critical maintenance repair projects and defer preventive maintenance to both building and security systems. Additionally, central contracts for the preventive maintenance of roofs, doors, and fire systems would have to be substantially reduced. More work would have to be done on an emergency, rather than planned, basis.

Furthermore, this reduction would have a significant impact on the ongoing effectiveness of security systems at building perimeters, at entrances, and throughout facility interiors. If systems are less reliable and insufficiently maintained, the potential vulnerability to and consequences of criminal and/or terrorist activity will be increased; therefore, Smithsonian staff, visitors, facilities, and collections would face an increased security risks.

#### **Impact: Elimination of Maintenance and Minor Repair Projects (-\$4,352,000)**

Museum/Unit	\$000s
<i>Cooper-Hewitt, National Design Museum</i>	205
<i>Freer Gallery of Art</i>	53
<i>Herndon Facilities</i>	80
<i>Hirshhorn Museum and Sculpture Garden</i>	225
<i>National Air and Space Museum</i>	355
<i>National Museum of American History</i>	440
<i>National Museum of the American Indian — Mall</i>	100
<i>National Museum of the American Indian — Heye Center</i>	125
<i>National Museum of Natural History</i>	416
<i>National Zoological Park — Front Royal, VA</i>	290
<i>National Zoological Park — Rock Creek Park</i>	610
<i>Quadrangle</i>	180
<i>Renwick Gallery</i>	60
<i>Donald W. Reynolds Center for American Art and Portraiture</i>	375
<i>Smithsonian Environmental Research Center</i>	387
<i>Smithsonian Institution Building (Castle)</i>	200
<i>Suitland Collections Center (Garber, Cultural Resources Center, Suitland Support Facility and Museum Support Center)</i>	251
<b>Total</b>	<b>\$4,352</b>

### **Impact: Reduced maintenance contracts (-\$2,393,000)**

The guidance-level budget would diminish these maintenance contracts to emergency level support and put Smithsonian collections, visitors, and staff at risk by slowing down the Institution's ability to respond to poorly functioning fire systems, damaged or jammed doors, and leaking roofs.

The following contracts will be reduced:

1. Roofing Preventive Maintenance program and repair
2. Door Maintenance
3. Fire System Maintenance

### **Impact: Reduced maintenance of security systems (-\$455,000)**

Although reductions for security systems maintenance have been avoided to minimize overall risk to Smithsonian staff, visitors, facilities, and collections, these maintenance reductions will still have a significant impact on the security of the Institution and its priceless national collections, in particular.

Reductions identified in these areas will diminish the ability to replace faulty equipment prior to failure, which would leave the Institution more susceptible to undetected intrusions or attacks. Closed-circuit TV and DVR needs for the Smithsonian continue to grow annually. Without regular upgrades, the Institution will not be able to meet the future needs of facilities and exhibitions. Preventive maintenance and replacement of x-ray machines and magnetometers would become more difficult to support. Manual screening procedures, as opposed to the use of screening equipment, are less accurate, thereby increasing the risk to Smithsonian staff and visitors.

Preventive maintenance to vehicle barriers would be reduced, resulting in more frequent failures, and higher replacement rates. Major security system replacements and upgrades would be deferred, which could result in catastrophic loss of security monitoring. Planter maintenance, an element of perimeter security, would be affected. These planter barriers slow down access between the protected and unprotected areas. Leaving unsecured gaps in the barrier lines for extended periods will result in less protection at facility exteriors and entrance/exit areas.

The following will be affected:

1. Upgrade and/or replacement of Control Room Equipment, DVR and CCTV software/hardware, motion detectors in facilities, and Card Readers
2. X-ray machine maintenance contract, replace x-ray machines, CEIA magnetometer maintenance
3. Annual IT security analysis and audit
4. Vehicle operable crash-barrier maintenance
5. Security maintenance repair and minor alteration projects
6. Horticulture transfer for planter maintenance

- **FACILITIES OPERATIONS (-\$2,900,000)**

The Smithsonian's Facilities Operations budget, when adjusted for inflation and cost of living adjustments, has been essentially flat since FY 2006. During that time, responsibilities have expanded as a result of the reconfiguration of existing spaces (e.g., the garage infill project at the National Museum of American History and the courtyard enclosure work done at the Reynolds Center) as well as expansion (e.g., Pod 5 at the Museum Support Center, the Udvar-Hazy Center Phase II, and operations in Herndon). Flat facilities funding equates to significant erosion when compared to the scope of the facilities operations mission. A reduction of \$2.9 million (the equivalent of 18 jobs) would widen the gap between making do with limited resources and meeting our responsibilities as stewards of facilities visited by and belonging to the American people.

#### **Impact: Facilities Operations Reductions (-\$1,500,000)**

1. *Reduce cleaning services Institution-wide, and reduce the service level provided at the Udvar-Hazy facility to Level 3 (-\$1,000,000)*

As a result of this reduction, the Office of Facilities Management and Reliability (OFMR) would clean facilities at the lower end of APPA Level 3, approaching Moderate Dinginess. Floors would be swept clean but appear dingy or dull with visible dirt build-up, conspicuous dust, and apparent inoperability; less frequent trash removal would result in trash lingering in sour containers.

2. *Reduce contracted cleaning services at Herndon facility (-\$100,000)*

The Herndon facilities' operations contract would be reduced, impacting current operational conditions.

3. *Reduce or eliminate specialized horticulture services such as mulching, tree trimming, and lawn care (-\$310,000)*

Lack of tree care could pose hazards to visitors and staff due to falling limbs or branches that are not removed regularly. Institution-wide exterior areas would become shabby in appearance due to lack of regular lawn care and mulching of gardens.

4. *Eliminate Crystal City Shuttle service. (-\$90,000)*

Shuttle service to Crystal City would be eliminated, resulting in staff using Metro to travel to and from these offices. The Smithsonian would redirect \$10,000 of an overall \$100,000 savings to support Metro travel. Traveling by Metro is inefficient because it takes at least fifteen and sometimes 30 minutes longer than hourly shuttle.

## **Impact: Security Operations Reductions (-\$179,000)**

Reductions to the Office of Protection Services (OPS) operations budget will increase the risk to Smithsonian staff, visitors, and collections.

1. *Eliminate one security manager position from an OPS security unit by combining two units under one manager.*

OPS would combine two existing security units under one security manager. This would increase the risk at these units due to less day-to-day oversight and management.

2. *Reduce other object spending for security officer uniforms and equipment.*

With the implementation of the new hybrid security force, OPS would reduce spending on uniforms and equipment, where feasible, for the proprietary security officer force.

## **Impact: Other Operations — Non-Facilities Reductions (-\$1,221,000)**

Under the guidance-level reduction, the Office of Facilities, Engineering and Operations (OFEO) would eliminate mission-critical travel, training, and other non-pay expenditures. These other expenditures include contracted EMT and physician services and maintenance of geo-spatial facilities data.

The impact of budget cuts to training will be felt immediately, because staff would no longer be able to pursue critical certifications (such as LEED) or remain current in their fields. The reduction to travel funding will most severely impact Smithsonian operations outside the Washington, DC area — museums in New York and research centers in Arizona, Hawaii, Florida, and Panama. Furthermore, a reduction of EMT and physician services will be necessary, delaying treatment of sick and/or injured Smithsonian staff and visitors.

- **UNIT FACILITIES (-\$291,000)**

Under the guidance-level reduction, units outside of the Washington, DC area must provide for their own facilities services, less security. This reduction would adversely impact the Cooper-Hewitt, National Design Museum in New York City (-\$191K). In addition, the National Museum of American History Museum would have to reduce its internal facilities management (-\$100K) that supports the renovation projects within the Museum.

## **Impact: Unit Facilities**

The guidance-level reduction would significantly impact operations at Cooper-Hewitt by requiring the Museum to terminate its lease of a storage facility, reduce security staff overtime, and cut back on spending for facility cleaning supplies. The National Museum of American History would also be negatively impacted as

it continues major renovations of the West/East Wings, resulting in project delays and increased costs.

## FACILITIES CAPITAL (\$-15,000,000)

The following table displays the resources requested and the reductions that would be required in specific Facilities Capital projects under the guidance-level reduction budget.

**Facilities Capital**  
(\$ in Millions)

	FY 2011 Enacted	FY 2012 Request	FY 2013 Request	FY 2013 Guidance
Natural History	15.4	10.3	17.5	8.8
National Zoo	11.5	17.0	18.1	17.8
American History	18.0	11.0	35.8	11.0
Cooper-Hewitt	8.9	7.0	1.4	1.4
Environmental Research Center	11.2	15.1	15.1	15.1
Tropical Research Institute	4.0	4.0	7.0	7.0
Museum Support Center	1.2	0.0	4.0	0.0
Projects under \$5 Million	21.8	20.4	24.2	19.1
Planning & Design	<u>12.8</u>	<u>15.2</u>	<u>17.9</u>	<u>9.6</u>
<b>Total</b>	<b>104.8</b>	<b>100.0</b>	<b>141.0</b>	<b>89.8</b>
African American History & Culture	20.0	125.0	85.0	85.0

The following projects would be deferred at the guidance level (-\$15,000,000):

Location	Project Description:
Natural History	Replace East/ West Wing roof; renovate SE Main Ground Floor
Suitland Support Facility	Collections Storage Swing Space
American History	West Wing Public Space (Package III)
Projects under \$5 Million	Construction Salaries and Administration/ Miscellaneous Facilities Capital Repair, such as Air and Space Elevators; Panama Canal Expansion Mitigation
Planning and Design	Air and Space; Renwick; Hirshhorn; National Zoo; SI Castle; Misc. Projects

### Impact on Facilities Capital projects at the reduction level:

The guidance-level reduction would be a severe blow to the years of progress the Institution has made in improving the overall condition of its numerous, aged buildings. Specifically, the Institution would lose momentum in renovating the Smithsonian's largest building, the National Museum of Natural History (NMNH), by delaying replacement of NMNH's East/West Wing roofs and renovation of the southeast main ground floor — a project that must be completed before the outdated Dinosaur Hall, a project the Smithsonian is actively raising funds to accomplish, can be renovated.

The guidance-level budget would also decrease funding available for the National Museum of American History (NMAH) West Wing renovation. This would increase the risk of mechanical systems failures and delay improvements needed to meet current fire-protection coverage and safety standards.

In addition, funding would be reduced for urgently needed projects such as the flood-mitigation efforts required for the Smithsonian Tropical Research Institute because of the expansion of the Panama Canal — water levels will be permanently raised during 2014. Finally, the reduction would postpone a large number of other critical projects; delay design efforts for major renovations at the National Air and Space Museum, the Renwick Gallery, and Smithsonian Castle, thereby straining efforts to prevent further infrastructure degradation; and delay creation of desperately needed collections swing space to store collections temporarily as they are decontaminated following removal from dilapidated facilities.

The following table displays the FY 2011 and FY 2012 base program levels, the resources requested for FY 2013, and the specific reductions from the **FY 2011 base** in the Salaries and Expenses and Facilities Capital accounts at the guidance level.

(\$s in millions)

	FY 2011	FY 2012	FY 2013		FY 2013
	Base	Base	Base Increases	NMAAHC Increases	Guidance from FY 2011 base
<b>SALARIES AND EXPENSES</b>					
<b>Non-Discretionary Costs</b>					
Pay Increases			7.2		
Rent/Utilities/Comm./Other Increases			1.1		
<b>Total Fixed Costs</b>			<b>8.3</b>		
<b>Program Categories</b>					
Excellent Research	86.3	87.3	0.0	0.5	-2.6
Broadening Access ( <i>Digi/Web support; Public Programs; Exhibitions</i> )	77.6	77.1	5.4	1.5	-2.9
Revitalizing Education	18.8	18.8	1.3	1.0	-0.3
Strengthening Collections	58.5	58.4	5.9	6.8	-1.0
Facilities Maintenance	72.0	72.5	6.0	0.0	-7.2
Facilities Operations/Security	201.0	200.9	3.0	1.7	-3.2
Information Technology	54.8	54.9	0.0	0.0	-1.6
Management Operations	<u>65.9</u>	<u>66.6</u>	<u>2.3</u>	<u>2.5</u>	<u>-3.2</u>
<b>Total S&amp;E Increases/Decreases</b>			<b>23.9</b>	<b>14.0</b>	<b>-22.0</b>
<b>Total Salaries and Expenses</b>	<b>634.9</b>	<b>636.5</b>	<b>32.2</b>	<b>14.0</b>	<b>-22.0</b>
<b>FACILITIES CAPITAL</b>					
Facilities Capital (base)	104.8	100.0	141.0		-15.0
Facilities Capital, NMAAHC	20.0	125.0		85.0	
<b>TOTAL, ALL ACCOUNTS</b>	<b>759.7</b>	<b>861.5</b>	<b>173.2</b>	<b>99.0</b>	<b>-37.0</b>







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